



Association for
Talent Development

Addressing The Needs Of All Learners

Benny Ramos- Director Solution Practice, Skillsoft



Featured Speaker Benny Ramos



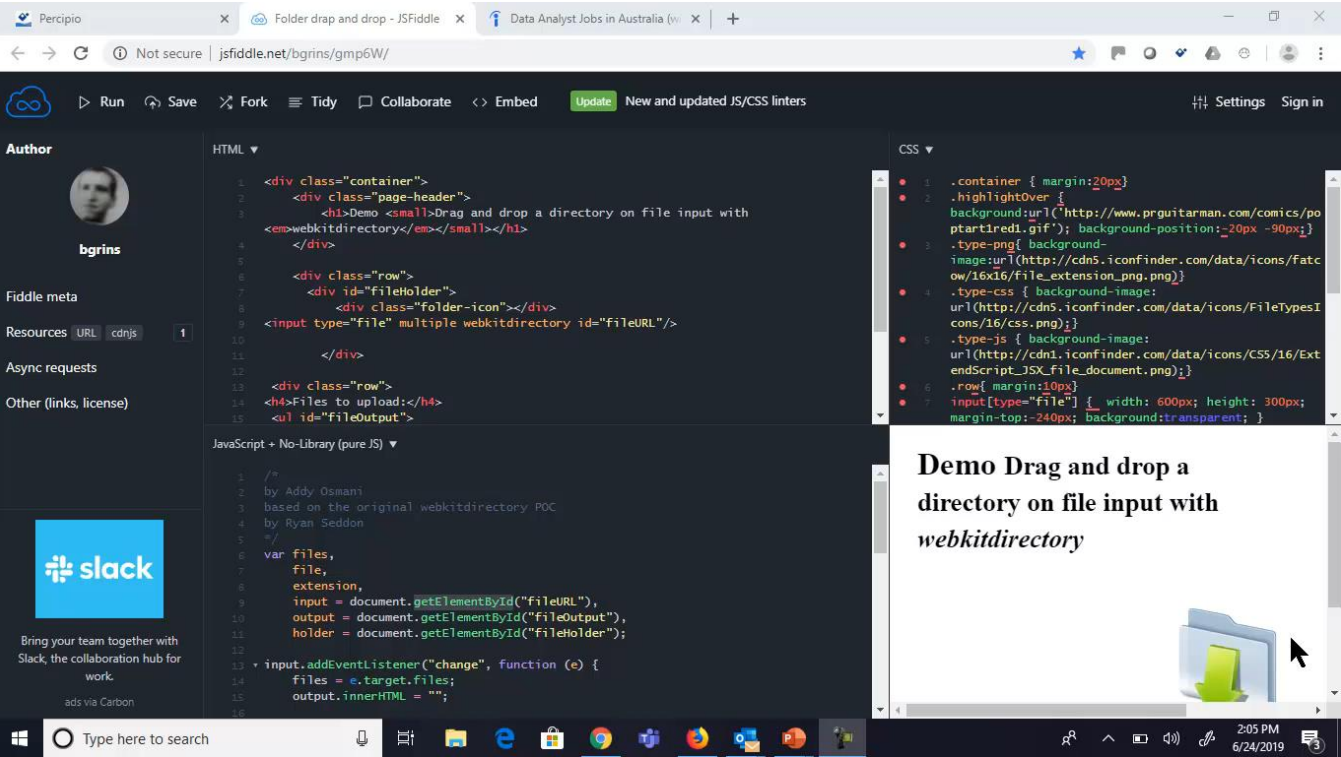
Benny Ramos

Global Solution Practice – Bus & Leadership

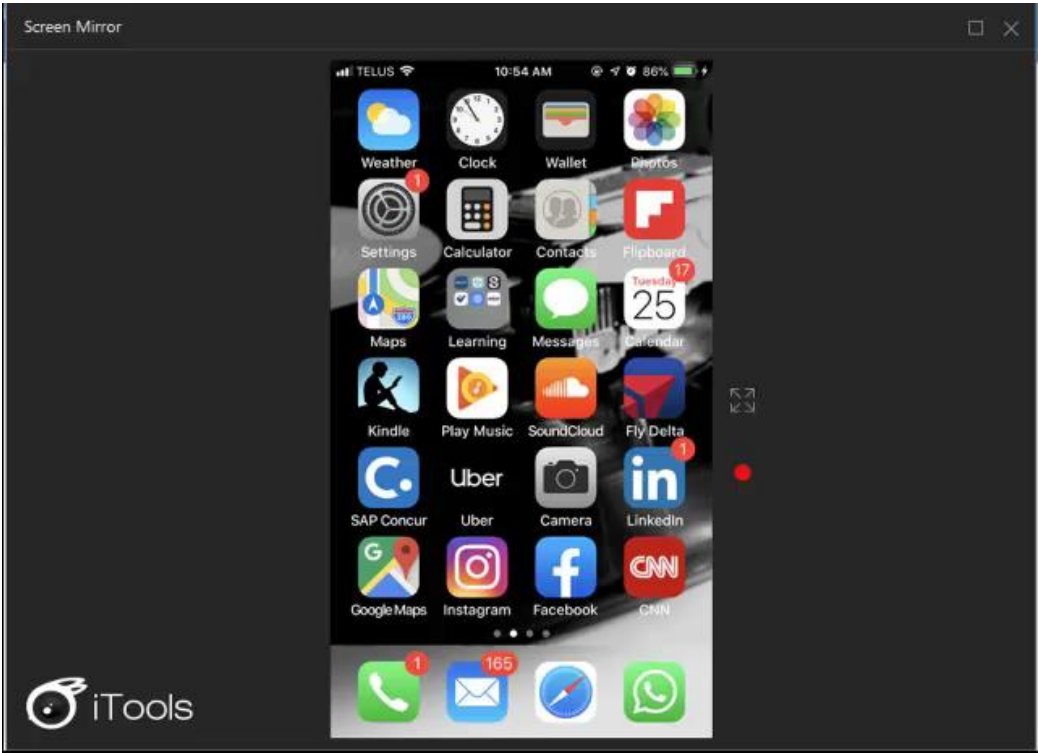
- Previously a client as part of an international telecommunications company- 18 years industry experience in learning technology
- Managed Customer Success in North America aiding clients with strategy, marketing, and measurement of learning programs
- Represents content solutions to client and prospects and acts as “VOC” with product development teams
- Active in Canada, USA, Australia, New Zealand, Singapore, Philippines, and India

Why is this important?

Web Page



Mobile



Addressing the needs of the modern learner in the age of hyper digitalization

1

What is digitalization

2

What are the implications

3

What are examples

4

What does this mean

5

What does "T" shaped mean

6

Business perspective

7

Technical perspective

8

The π shaped organization

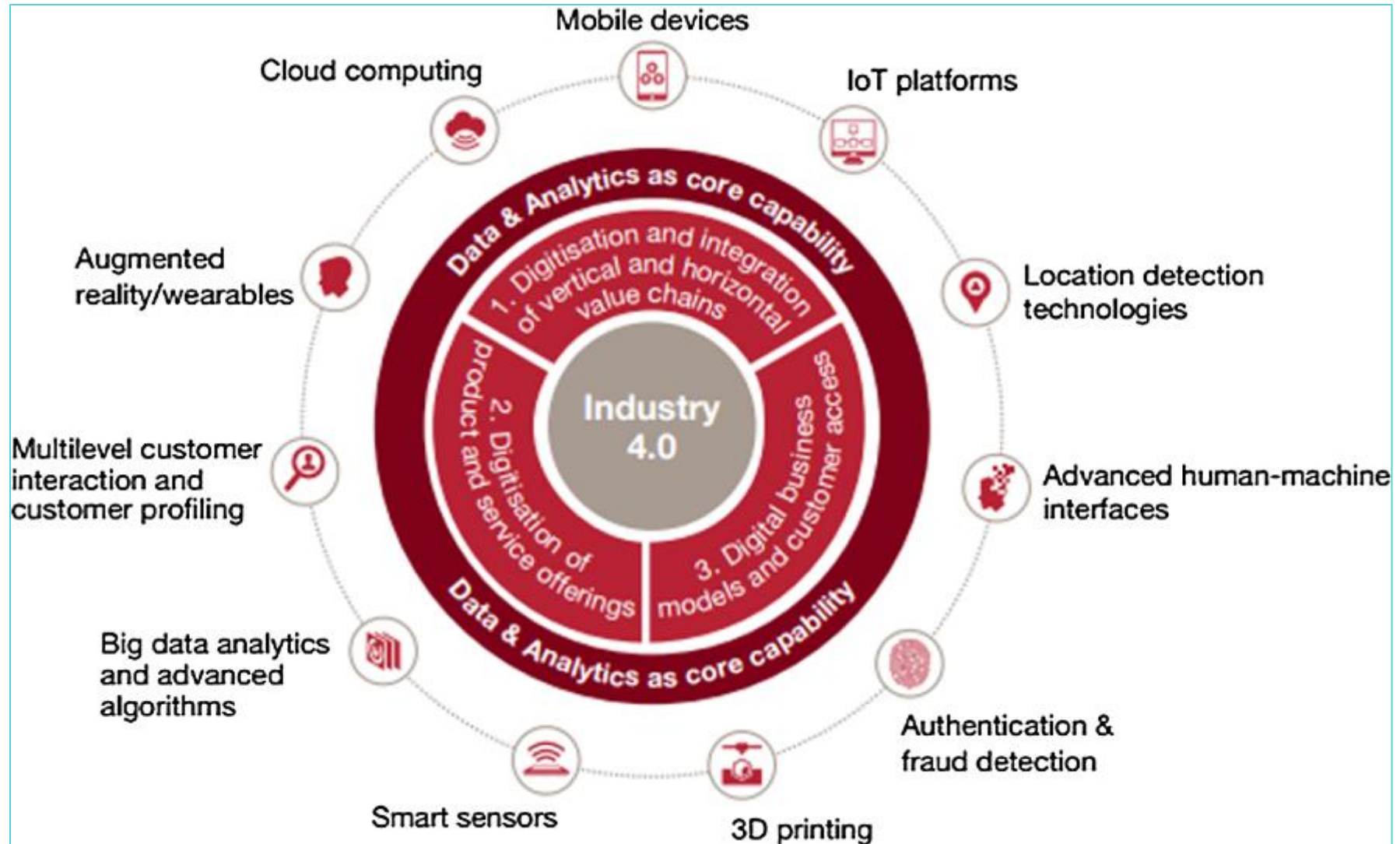
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Why Skillsoft

10

Q&A

A “recap” Industrie 4.0 according to ESB



Digital Transformation & New Business Models

- Digitalization describes the ongoing Digital Transformation and Digital Evolution of organizations employing industry 4.0 technology and thinking
- Driving a convergence of business / management skills and traditional "IT" skills
- Accelerating the need to develop "DI" (Digital Intelligence) in organizations
- New organizational structures with new roles are emerging

New Technologies . . .



Analytics &
Cognitive



Platform
Ecosystems



Social



Security

. . . are creating new Consumer experiences . . .



Internet of Things



User Experience
Journey



Mobile



Customer
Connectivity

. . . and disrupting business models



Digital Everywhere



Structured Value
Systems



Cloud



24x7 Access /
Multichannel
Experience

The 3 Waves of Digital Disruption

1

UNBUNDLING



- News articles
- Classified Ads
- Restaurant
- Reviews






2



DISINTERMEDIATION

Hotel

Flight

Activities





3


DECOUPLING


Hotel



Pay Expenses


Invest / Borrow Excess


View Balance and Holdings











Easier to pay online

Lower spread bet, lend & borrow

Faster visibility into multiple accounts

Digitally-enabled Business Models



**Marketplace
platforms**



**Marketplace
platforms**

Customized computers



**Freemium and
Advertising-enabled**



VS



Reconfiguring Value Chain

KICKSTARTER

Crowdsourcing

Crowd Funding



Process Innovation

Robotic Software
Automation



Leapfrog with technology

Flash Drive **vs.** Floppy Disc



Low-end Disruption

Implications

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10

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Business Imperative: Organizations Will Need Support in Order to Succeed . . .

Companies which embrace Digital Transformation . . .

Have 16%↑ Revenues

Generate 26%↑ in Profits

Have 12%↑ Market Valuations

and yet . . .

77% of Organizations Consider Missing Digital Skills a Key Hurdle to Digital Transformation

but . . .

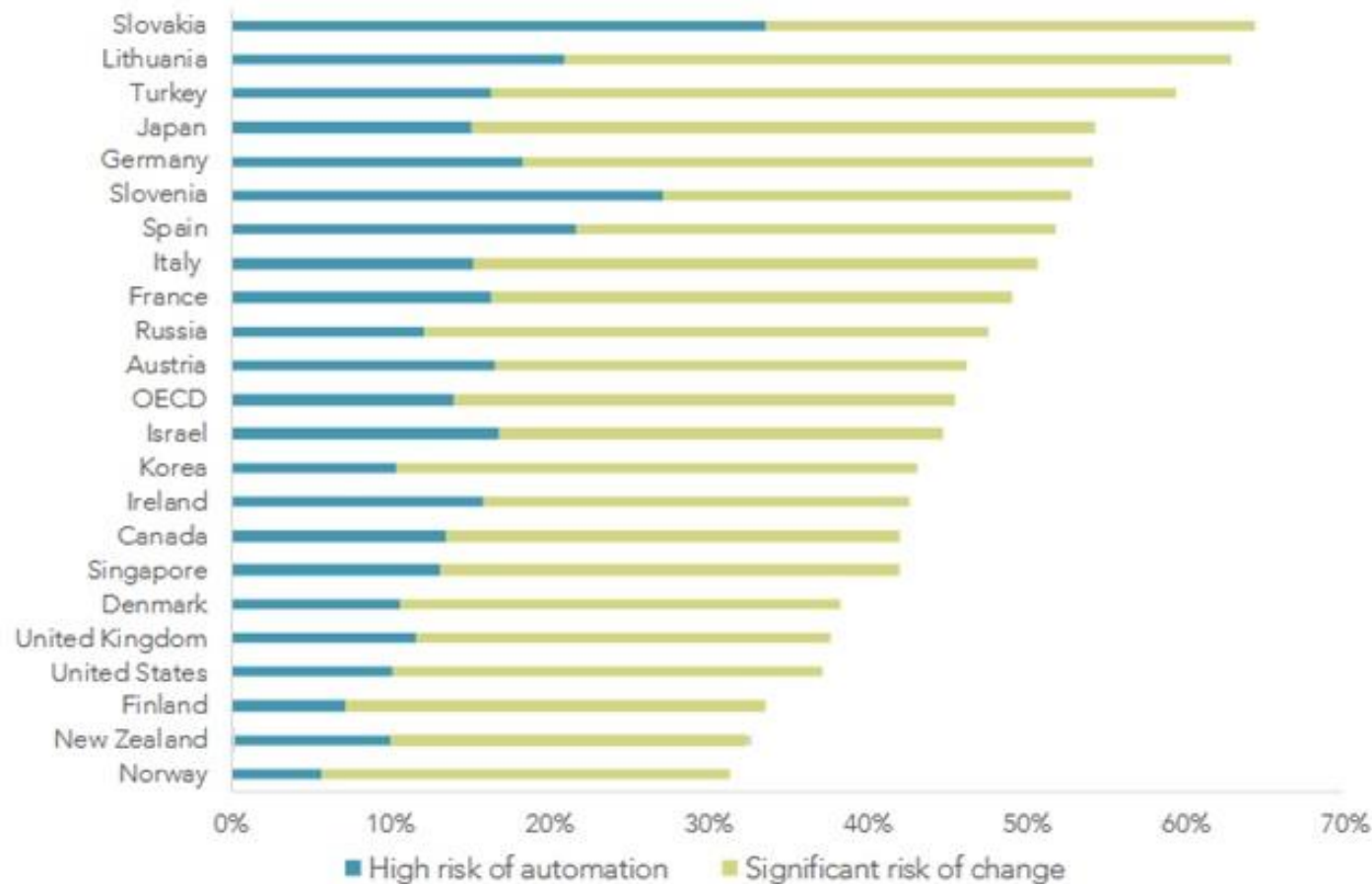
Only 46% of Companies Are Investing in Skills

and

Only 40% of Companies Align Training Efforts with Overall Digital Strategies

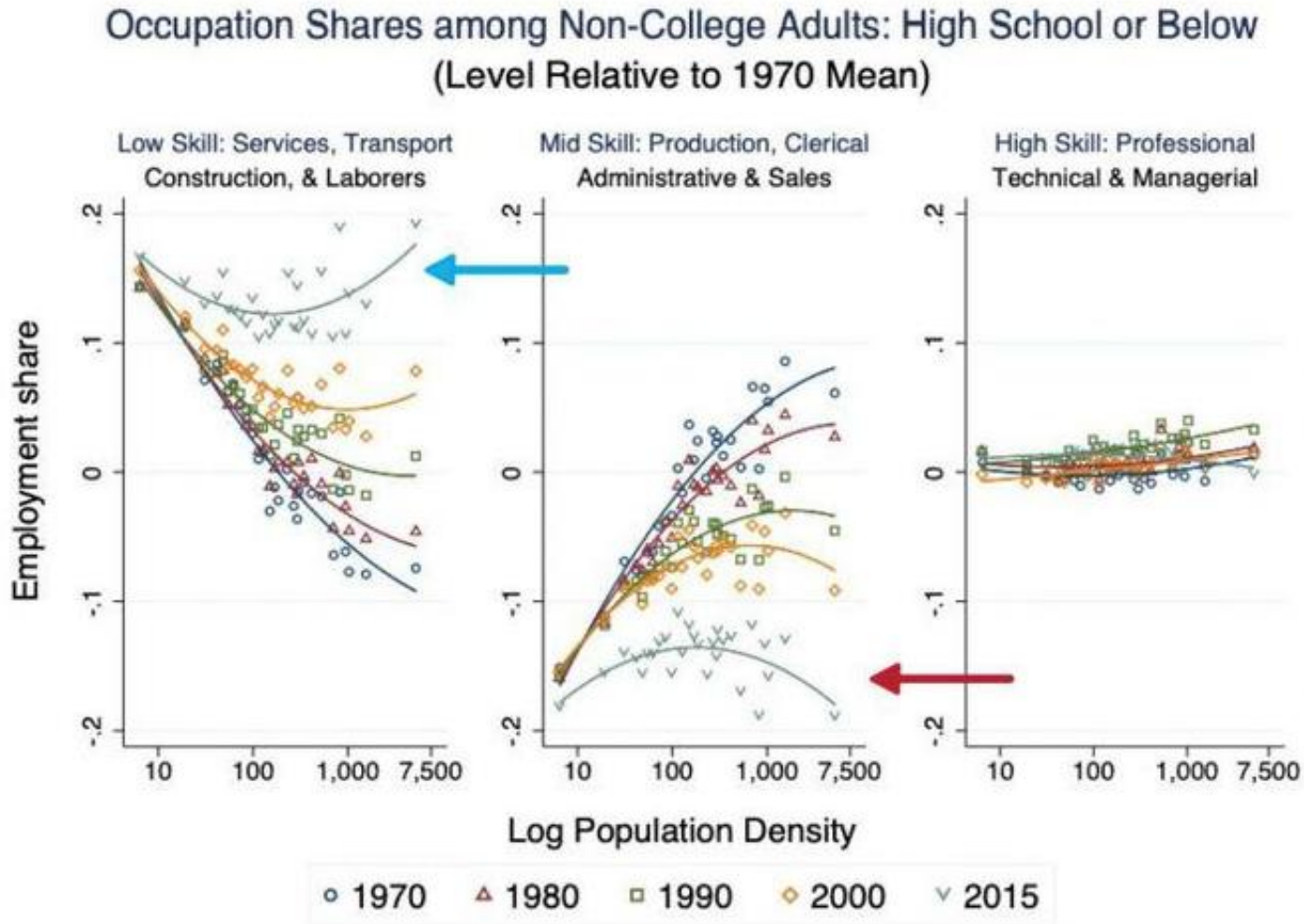
Source: Digital Talent Gap Card

Share of jobs at risk of automation or significant change, selected OECD countries



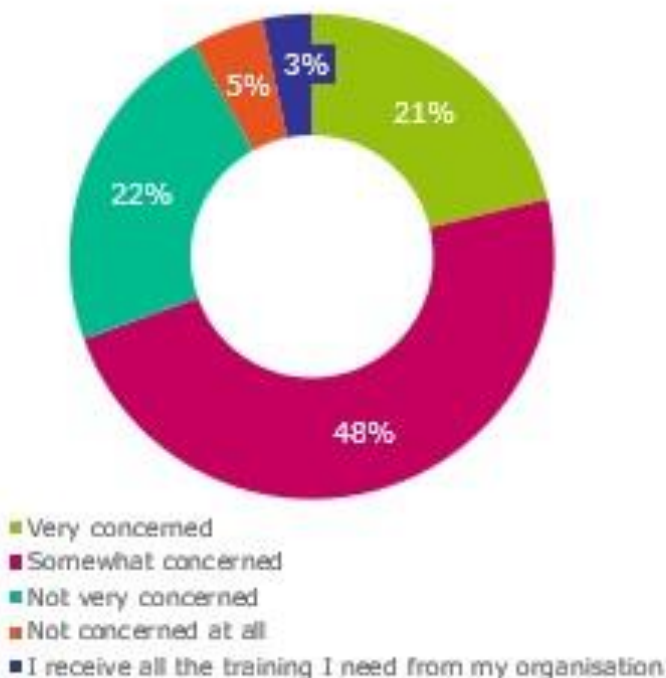
Note the decoupling with employment and productivity starting in 2010

Employability Trends



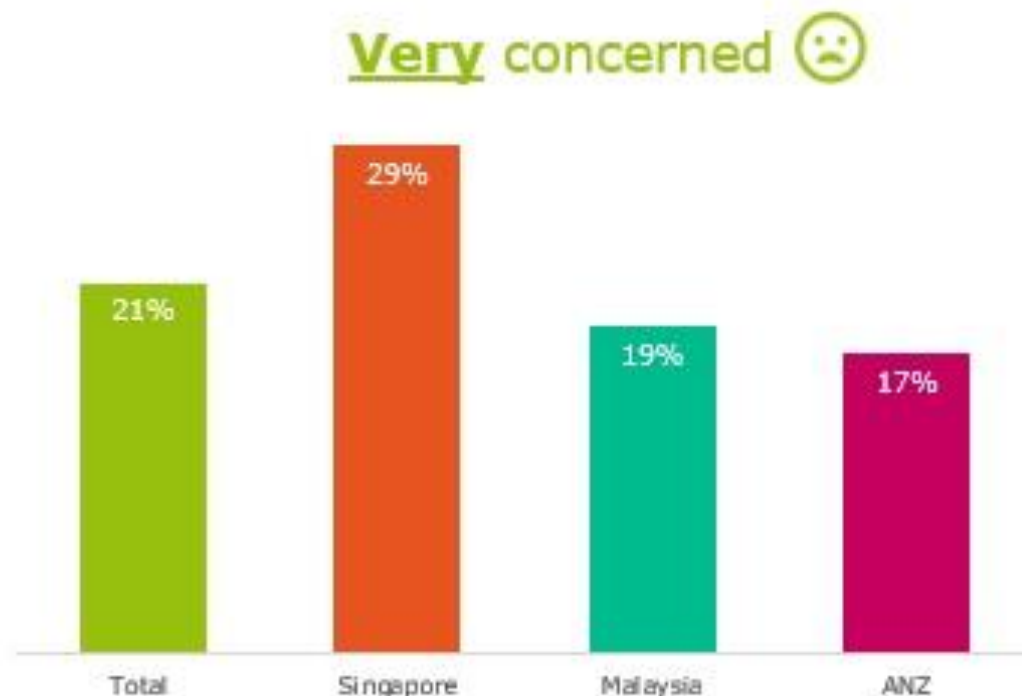
MIT Economics Professor David Autor

Concern About Future Skills



"How do you feel about not receiving the learning, development and training you need from your organisation, in order to remain employable and skilled in the future?", asked to all respondents (2,500)

Bench Skillsoft research results 2019



Analysis showing the proportion of respondents who are very concerned about not receiving the learning, development and training they need from their organisation, in order to remain employable and skilled in the future, asked to all respondents, split by country (2,500)

VansonBourne

Examples

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10

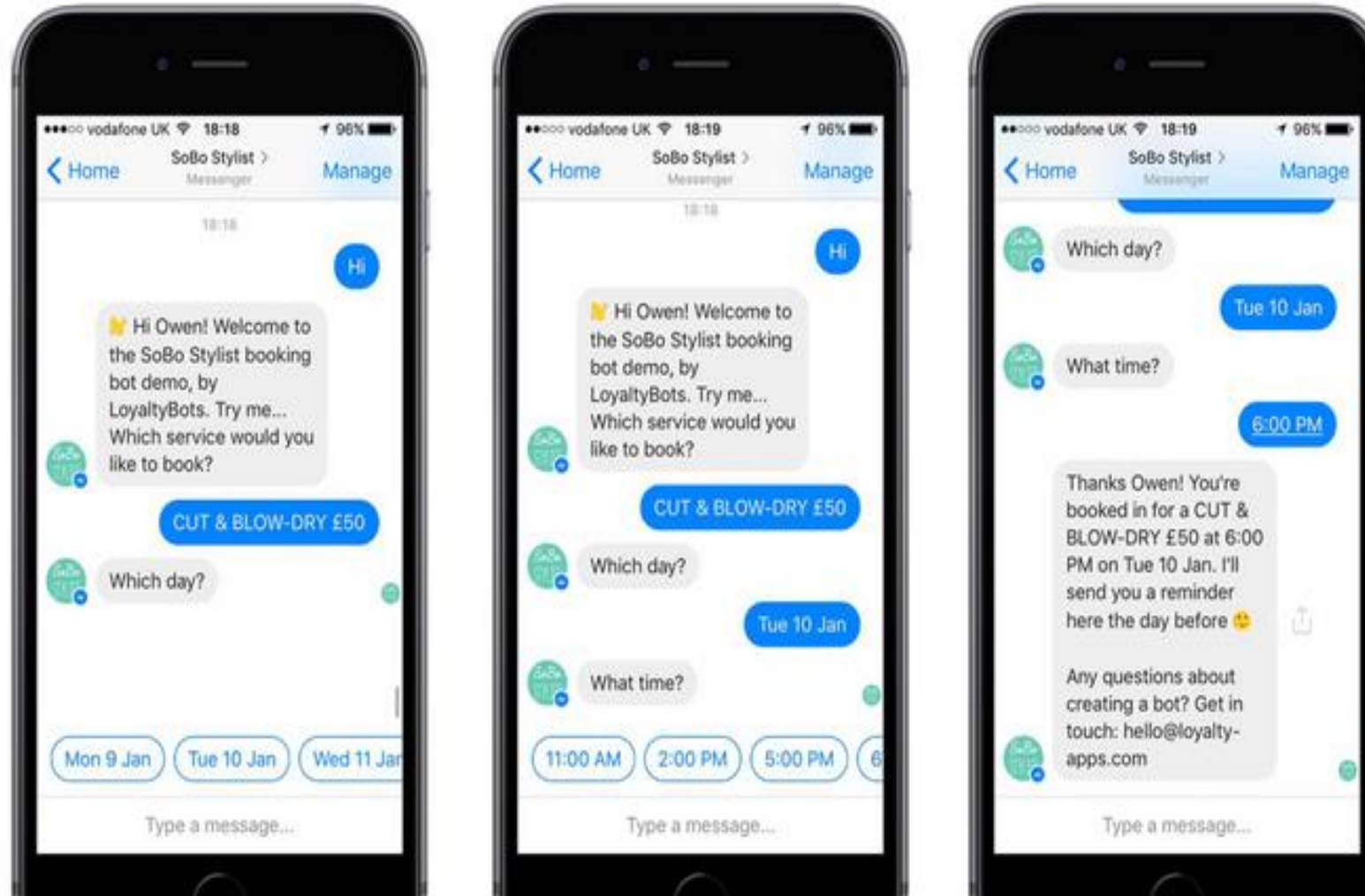
Q&A

The Rise of the Robot Butler



Url: <https://www.telegraph.co.uk/travel/hotels/articles/hotel-robot-room-service/>

Iterations of Digital Transformation

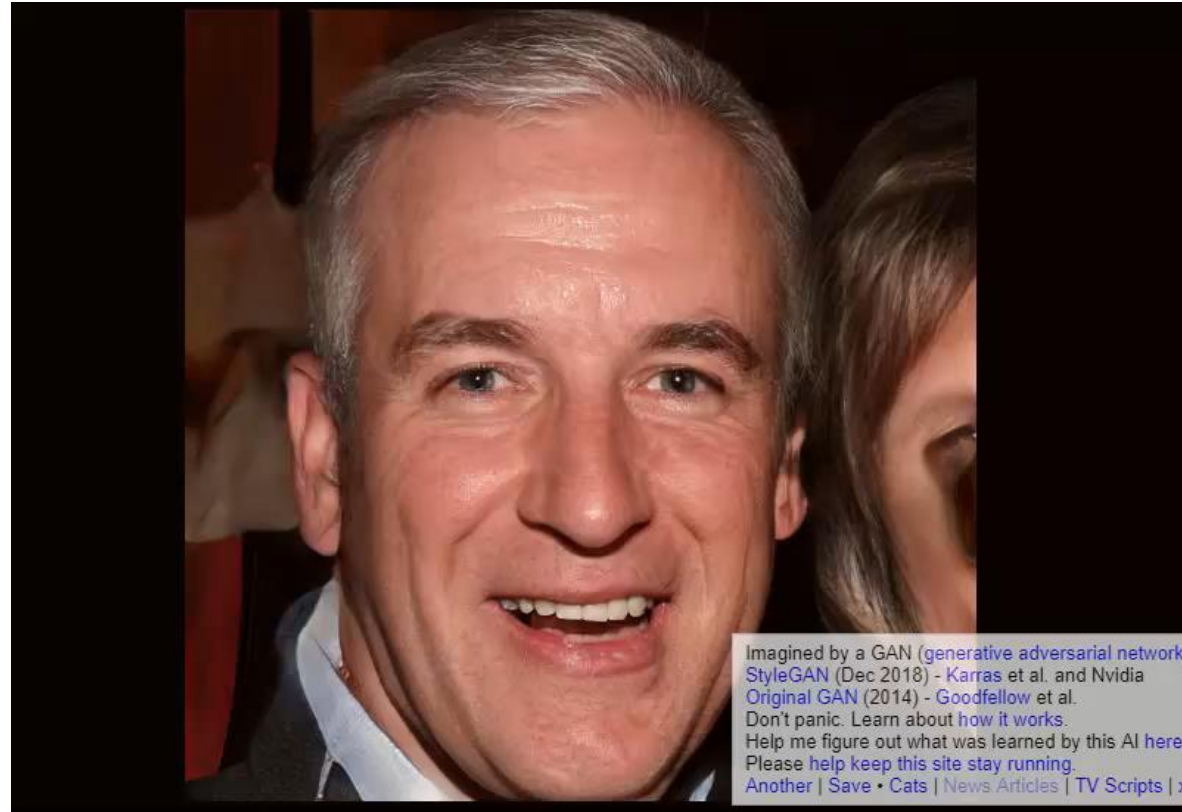


This AI-generated Joe Rogan fake has to be heard to be believed

The following audio clips are not real, they were generated by a machine learning model.

Url: <https://www.theverge.com/2019/5/17/18629024/joe-rogan-ai-fake-voice-clone-deepfake-dessa>

This website uses AI to generate faces of people who don't exist



Url: <https://thispersondoesnotexist.com/>



Transforming the Restaurant Experience



IVR ordering tested in Chicago IL

MARKETING

McDonald's Is Quietly Testing a New Service That'll Completely Change Customers' Experience

I don't know about this. I suspect some will think the stated reason isn't the real one.

in f t



By Chris Matyszczyk *Owner, Howard Raucous LLC* t [@ChrisMatyszczyk](#)

Bringing Big Data to Big Macs: Lessons from McDonald's Successful Adoption of Data Science for Personalized Marketing

McDonald's is a \$100B+ business in the midst of a digital transformation. In response to growing competition and changing consumer needs, McDonald's has created a new (and now very popular) mobile application, and it's redesigning many of its stores from the ground-up with digital kiosks. These new digital technologies are now creating a huge amount of rich customer data. All of these initiatives require digitally enabled employees to support.

Walmart Labs

THE RETAIL INDUSTRY IS GOING THROUGH A LOT OF CHANGES,



Meaning

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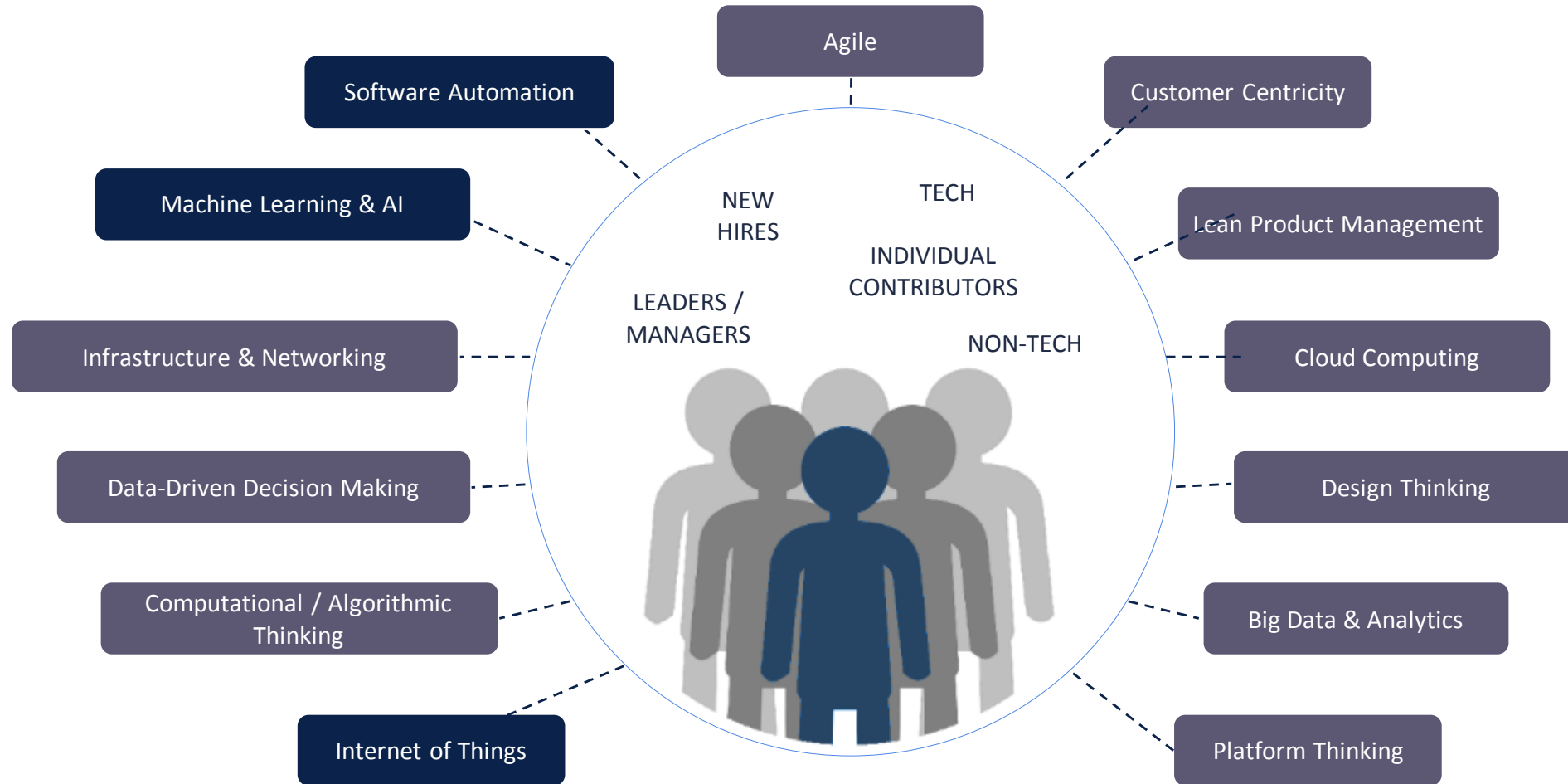
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10

Q&A

Driving Digital Fluency = common language



Length of modern career

Length of career



60 to 70 years

Average tenure in a job



4.5 years

Half-life of a learned skill



5 years

Sources: Lynda Gratton and Andrew Scott, *The 100-Year Life: Living and Working in an Age of Longevity* (Bloomsbury, 2016); Douglas Thomas and John Seely Brown, *A New Culture of Learning: Cultivating the Imagination for a World of Constant Change* (CreateSpace, January 4, 2011).

Deloitte University Press | dupress.deloitte.com

Url: <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/learning-in-the-digital-age.html>

Why Half of the S&P 500 Companies Will Be Replaced in the Next Decade

Heavyweights used to spend 33 years on the S&P 500. That's forecast to drop to 14 years. Here's what actions you should take to avoid "organizational inertia."

That's according to [a new study of turnover in the S&P 500](#), conducted by the growth strategy consulting firm Innosight.

Here are two of the report's most significant insights:

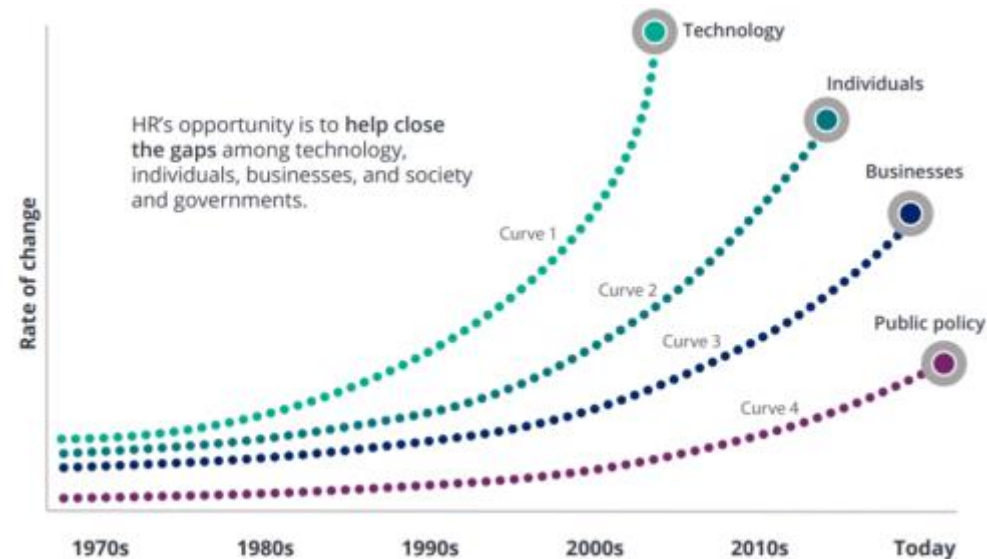
- In 1965, the average tenure of companies on the S&P 500 was 33 years. By 1990, it was 20 years. It's forecast to shrink to 14 years by 2026.
- About 50 percent of the S&P 500 will be replaced over the next 10 years, if Innosight's forecasted churn rate holds due to Digital Transformation.

<https://www.inc.com/ilan-mochari/innosight-sp-500-new-companies.html>

Gartner warns skills shortage could hamper digital transformation efforts

According to IDC, [digital transformation spending by businesses worldwide is expected to hit 1.7 trillion dollars in 2019](#). While according to Gartner, a [whopping 70% of employees](#) have not yet mastered the digital skills they need for their jobs today.

Building 'connected learners', as opposed to 'continuous learners' increases employee skills preparedness by 28% to 39% across the three main areas of employee development, says Gartner.



Url: <https://www.information-age.com/gartner-skills-shortage-123474620/>

Jun 15, 2019, 05:00pm | Views: 30,952

Millions Of Jobs Have Been Lost To Automation. Economists Weigh In On What To Do About It



Amy Sterling Contributor ⓘ

Science

Every human deserves the opportunity to learn skills that will carry him or her into the future. The alternative effectively holds disadvantaged members of our society back, building a future enjoyed by the few at the expense of the many. **Both government and employers can and must do better.**

T shaped

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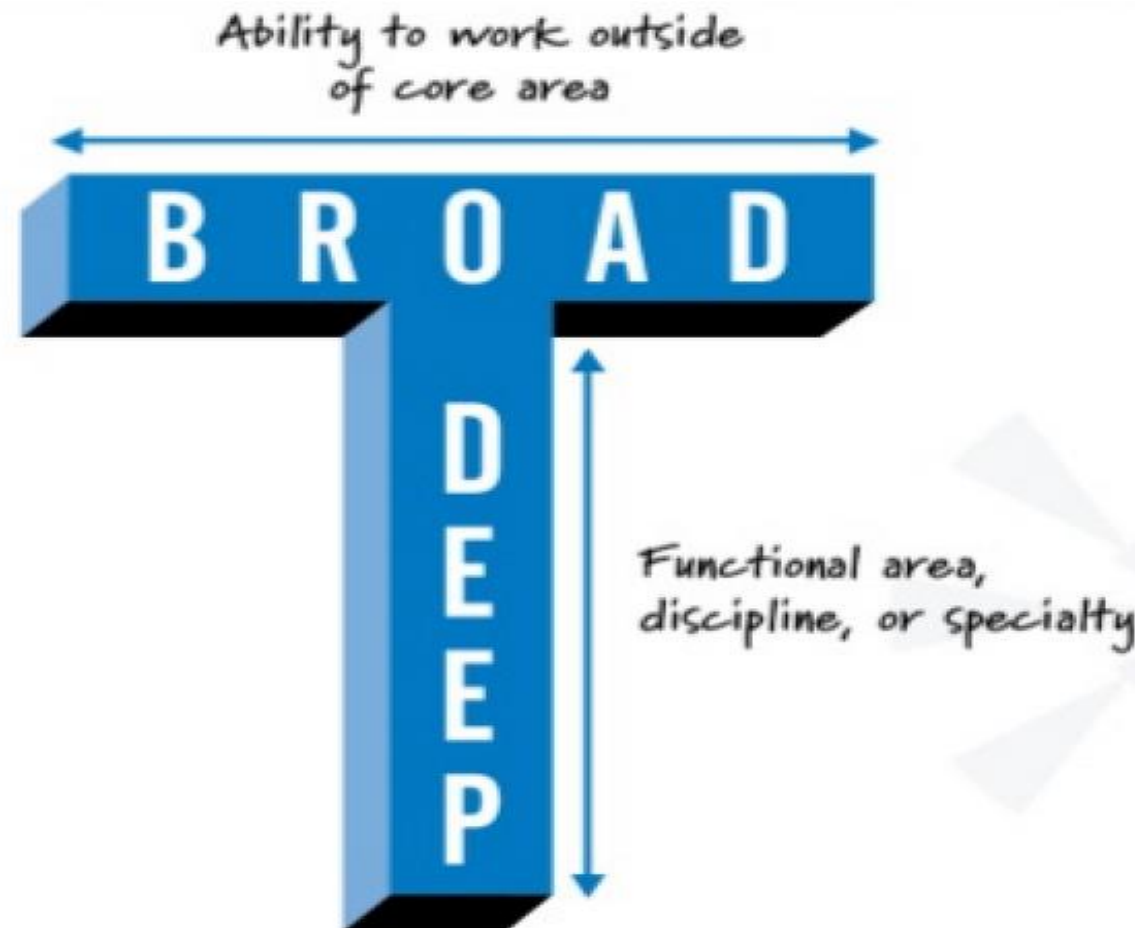
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Why Skillsoft

10

Q&A

The Rise of the T-Shaped Organization



Url: <https://blogs.wsj.com/cio/2015/12/18/the-rise-of-the-t-shaped-organization/>

IBM's Role in Creating the Workforce of the Future

IT professionals must now understand business needs and all knowledge workers must understand how IT and other tools can be used to enhance their own work. IBM, therefore, has shifted its primary university collaboration and internal employee development efforts away from educating deep, but narrowly-focused specialists, to create a new type of 21st century knowledge professional—what IBM calls a “T-shaped person.” This is the emphasis of IBM, Cisco and IDEO



Jim Spohrer

Jim Spohrer, Ph.D., is Director, Cognitive OpenTech at IBM. Cognitive open technologies include open source intelligence augmentation (IA), artificial intelligence (AI), machine learning (ML), and deep learning (DL). IBM Director, Global University Programs and Lead of Cognitive Systems Institute (2009 - 2016). Jim has been pioneering the development of a new field known as service science (Service Science Management Engineering Design Arts Public Policy).

Follow



Transitioning to workforce 2020 Cisco

Today, formal education can become obsolete before it is even completed. We may find that traditional educational goals such as mastering a major subject or earning a degree that provides a narrow entryway to a particular profession or job will be deemphasized, while broader preparation that is more attuned to a globalized economy may predominate.

Top Drivers of Retention	Global Overall	Brazil	Canada	China	Germany	India	Mexico	U.K.	U.S.
Career Development	1	1	1	1	3	1	1	1	1
Leadership	2	3	2	2	1	2	4	3	2
Pay & Rewards	3	2	4	3	2	3	2	2	5
Empowerment	4	4	3					4	3
Supervision	5			4		4	5		4
Efficiency				5					
Performance Appraisal		5			4	5		5	
Benefits					5				
Diversity									
Competitiveness			5						
Stress, Balance and Workload							3		

Source: Towers Watson 2010 Global Workforce Study.
towerswatson.com

Traditional	Workforce 2020
Security	Flexibility
Salary	Prosperity
Benefits	Opportunities
Prestige	Actualization
Promotion ladder	Career navigation
Taking charge and getting ahead	Nurturing and growing
Personal assistant	Personalized technology
Office productivity tools	Follow-me-and-know-me tools
Vertical	Cross functional
Multinational	Globalized
Job description	Work portfolio
Organization hierarchy	Intra- and extra-organization networks
Commute	Telepresence
Consent-based decisions	Contingency-based decisions
Employment history	Personal branding
In-person face time	Virtual face time
Annual review	Individual "dashboard"
All-hands meetings	Stakeholder management
Localization	Co-location
Occupational	Holistic
Work-life balance	Work-life integration
Job offer	Value proposition
Business unit	Working community
Managing	Coaching
Developing specific skills	Maximizing potential
Goals and mission statements	Roles and aspiration statements
Company and industry focus	Market transitions and adjacencies focus

Table 1. Changing Job Characteristics and Employee Expectations

Business Perspective

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7

Technical perspective

8

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9

Why Skillsoft

10

Q&A

Learning to Code



Closing Keynote | Wednesday, April 17 | 2:30 p.m.

ENABLING DIVERSITY & INCLUSION IN THE MODERN WORKPLACE PANEL



Jennifer Brown



Stacey Gordon

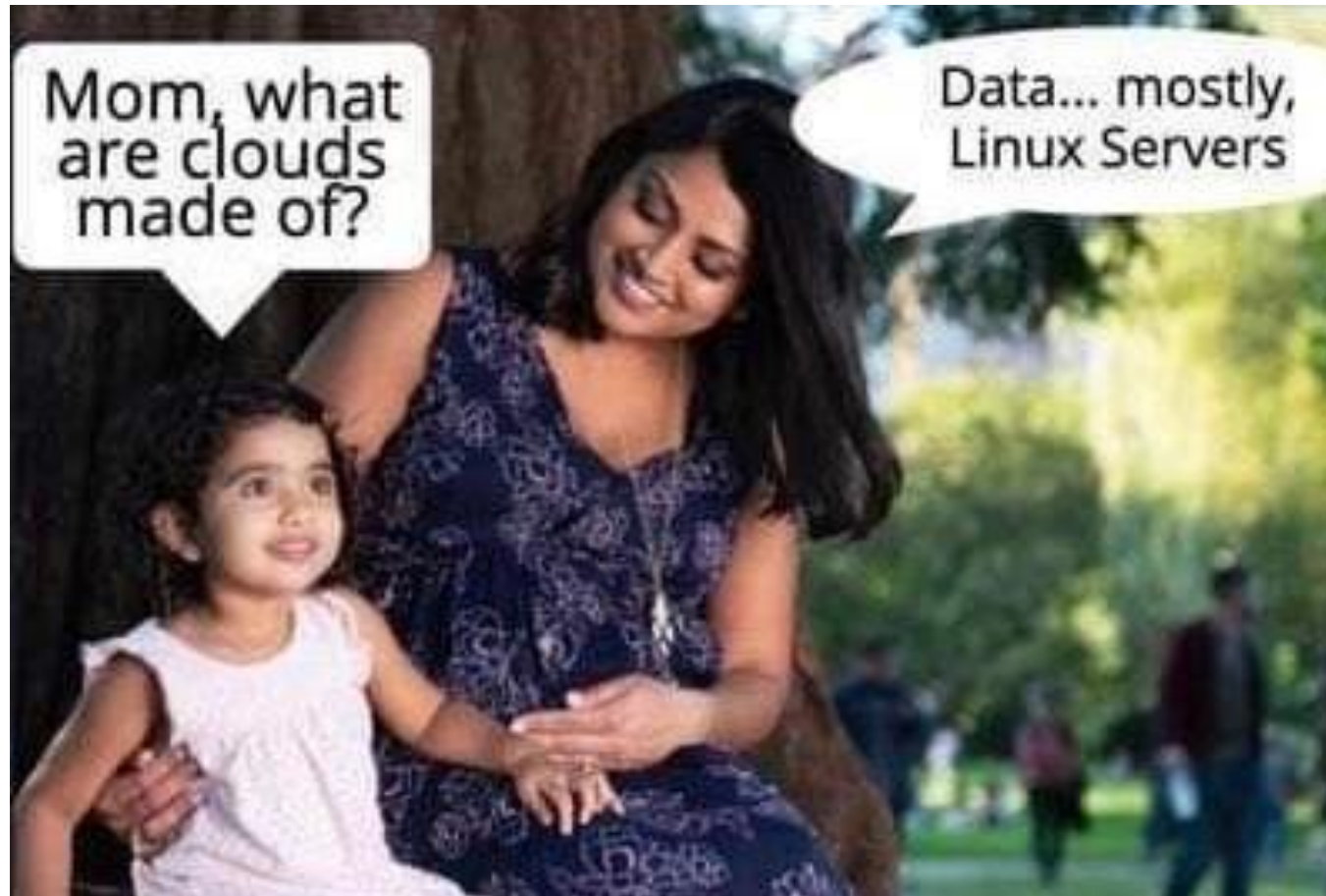


Su Joun



Heide Abelli

Understanding logically how others think



Influence of Technology



Bill Gates
Co-Chairman, Bill & Melinda Gates Foundation and Co-Founder, Microsoft

Learning to write programs stretches your mind, and helps you think better, creates a way of thinking about things that I think is helpful in all domains.



Sheryl Sandberg
Chief Operating Officer, Facebook

An understanding of computer science is becoming increasingly essential in today's world. Our national competitiveness depends upon our ability to educate our children—and that includes our girls—in this critical field.



Karlie Kloss
Model and Founder, Kode with Klossy Scholarship

I quickly came to understand that code is a superpower every young woman should be able to access. Understanding that code is the underlying (and invisible) framework of tech means that we do not have to be passive bystanders in our ever-changing digital world.



Stephen Hawking
Theoretical Physicist, Cosmologist & Author

Whether you want to uncover the secrets of the universe, or you just want to pursue a career in the 21st century, basic computer programming is an essential skill to learn.



Jack Dorsey
Creator, Twitter and Founder & CEO, Square

I think that great programming is not all that dissimilar to great art. Once you start thinking in concepts of programming it makes you a better person...as does learning a foreign language, as does learning math, as does learning how to read.



Richard Branson
Founder, Virgin Group

Whether we're fighting climate change or going to space, everything is moved forward by computers, and we don't have enough people who can code. Teaching young people to code early on can help build skills and confidence and energize the classroom with learning-by-doing opportunities. I learned how to fly a hot air balloon when I was 30,000 feet up and my life was in the balance: you can learn skills at any age but why wait when we can teach everyone to code now!



Marc Benioff
Chairman & CEO, Salesforce

Learning to code at a young age opened my eyes to the incredibly exciting world of technology and entrepreneurship. Our youth deserve the opportunity to learn the skills that will enable them to succeed in our connected world.



Tim Cook
CEO, Apple

We believe that coding should be a required language in all schools.



Marc Andreessen
Co-Founder & General Partner, Andreessen Horowitz

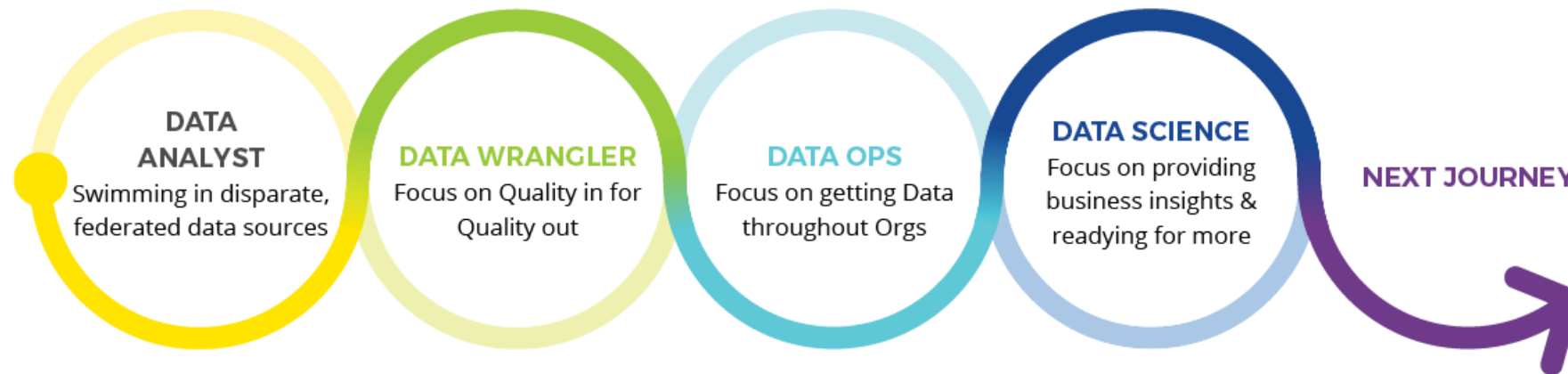
Learning to code is the single best thing anyone can do to get the most out of the amazing future in front of us.



Arianna Huffington
Founder, The Huffington Post

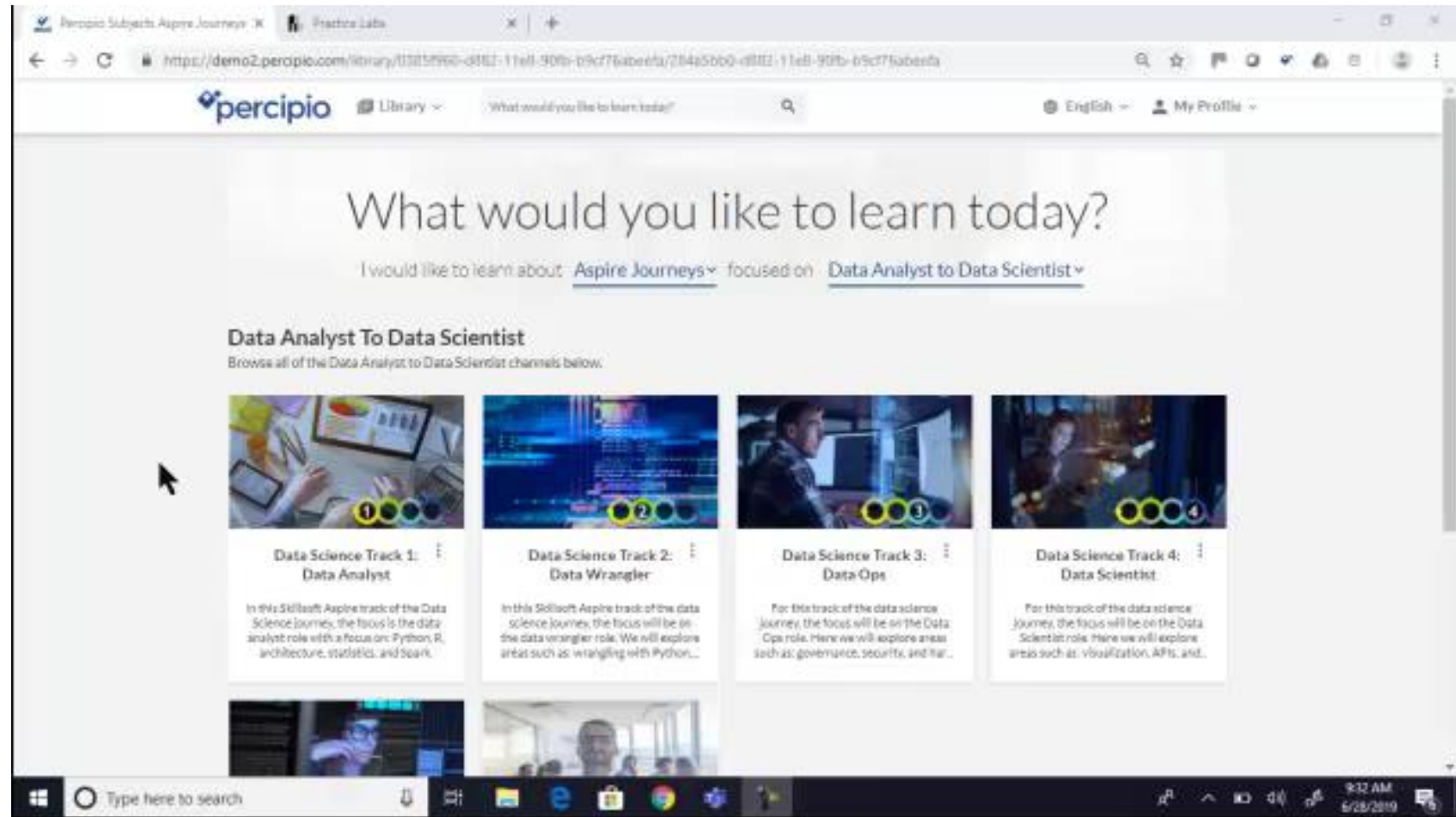
Learning to code is useful no matter what your career ambitions are.

We believe that everyone should **aspire to further their professional skills, organizational contributions and career.**



Skillsoft Aspire learning journeys provide a sequenced set of learning assets that methodically progresses on prescribed tasks, functions, and activities needed to develop and apply new skills.

Let's Take a Look



Technical Perspective

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Why Skillsoft

10

Q&A

Evidence of the desire for the “T” shape at IBM

June 13, 2019 - 75 Technology-related postings

- Security - 2
- Data - 14
- Developer - 24
- Operations
- DevOps -
- Agile/PM -
- Analyst - 1
- Testing - 4
- Architecture

Trigger keywords

- Security - 15
- Data - 189
- Developer - 21
 - Java - 21
- Machine Learning - 11
- DevOps - 4
- Agile/PM - 105

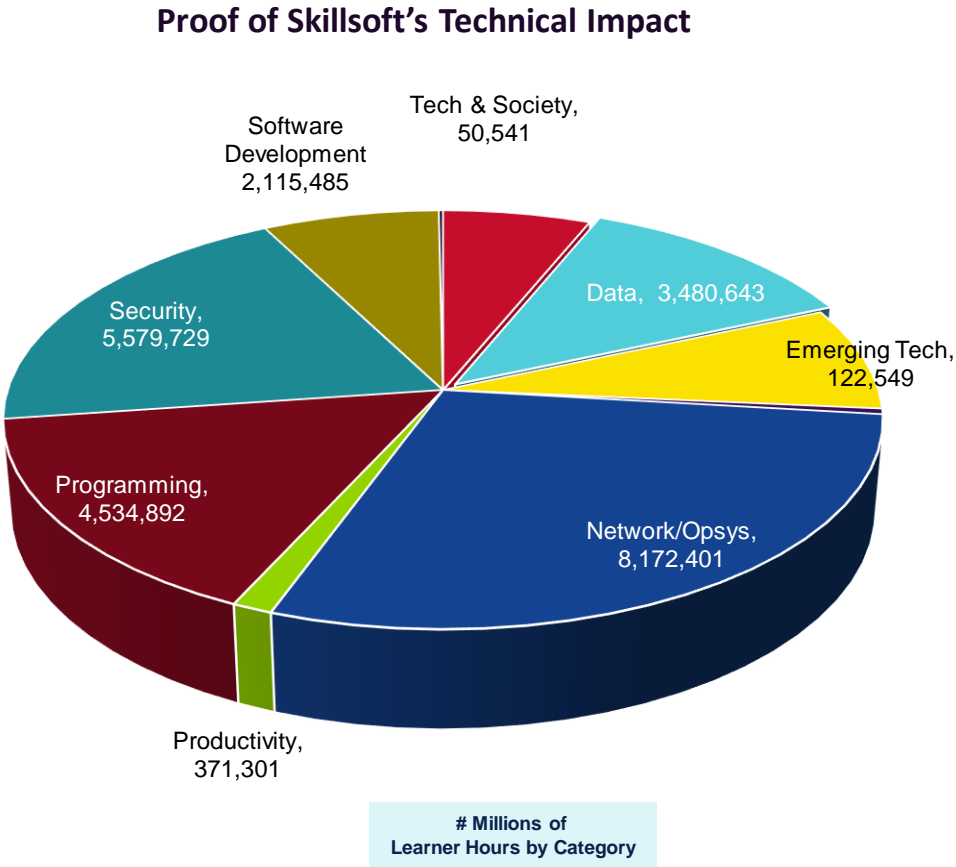
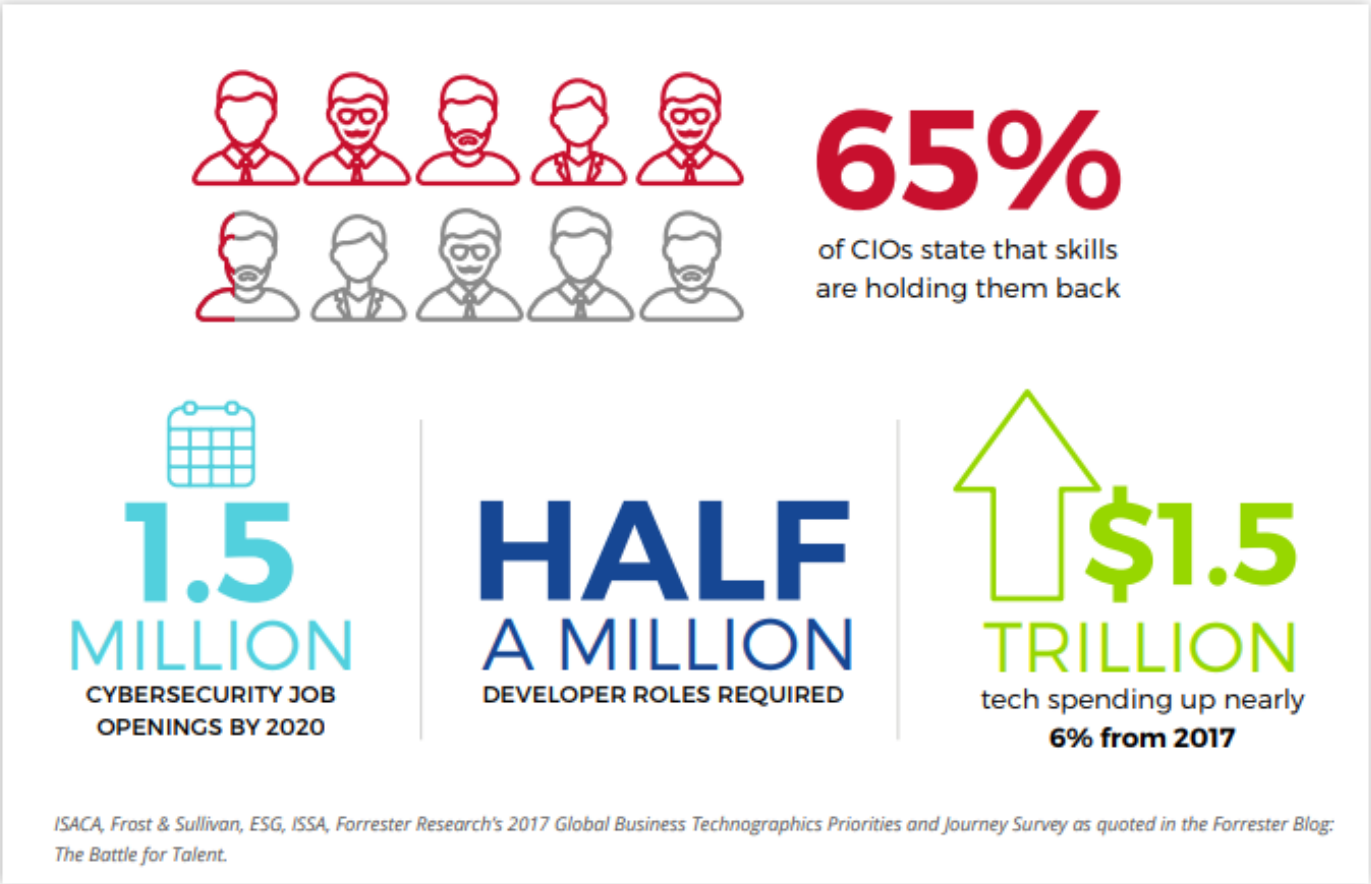
42%

Preferred Tech and Prof Experience

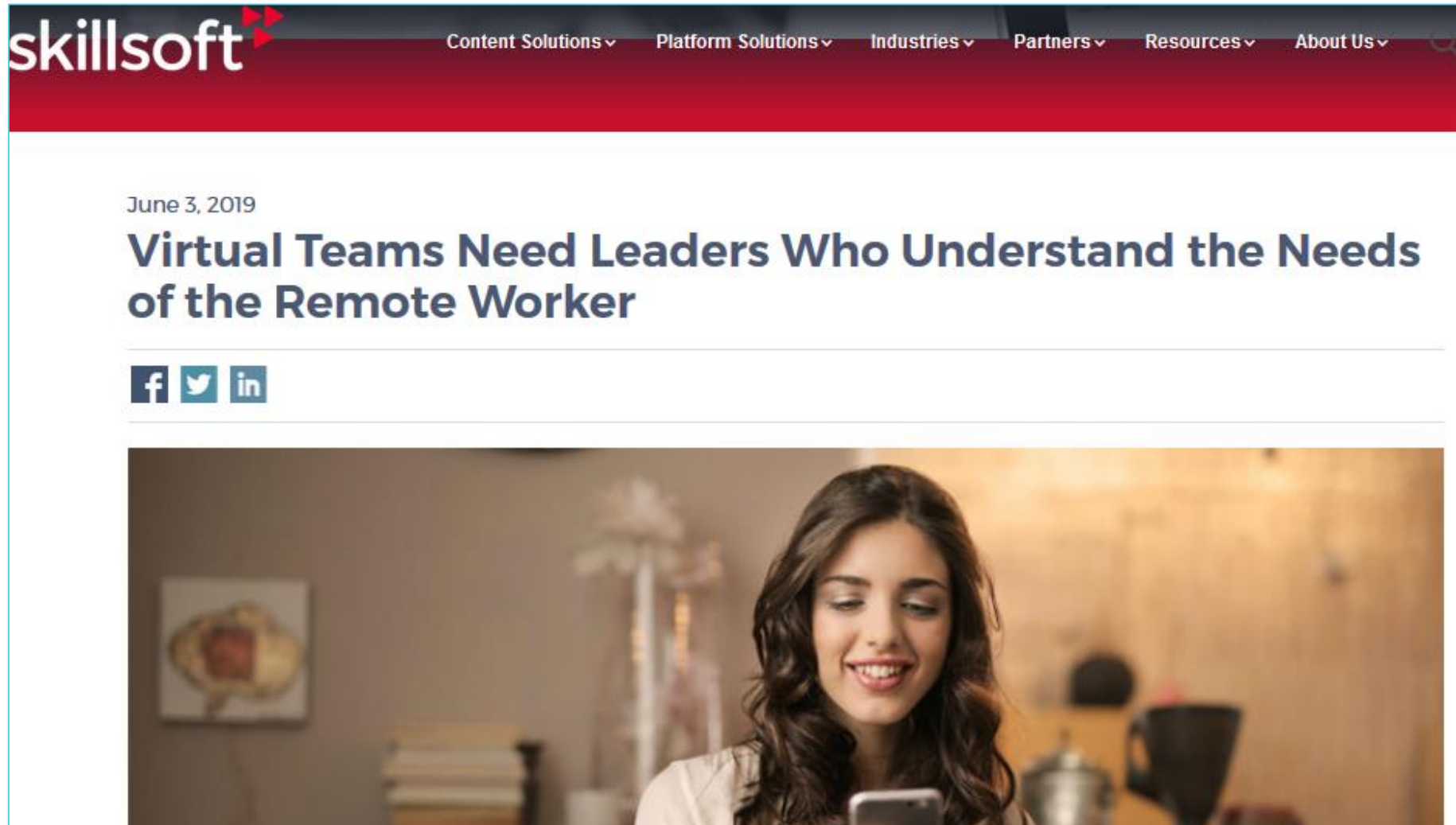
- Experience and knowledge of consulting practices and techniques
- A comprehensive understanding of Source to Pay business processes.
- The ability to develop strong relationships with clients
- Excellent time-management skills and the ability to deliver results with an aggressive timeline
- Effective coaching and knowledge transfer skills – the ability to thrive in a team environment
- Advanced analytical and problem-solving skills
- Exceptional communication and presentation skills
- English: Fluent,

Posted June,
2019

The Talent Challenge



Most Requested by IT Leaders



What may this look like?


percipio Library ▾ What would you like to learn today? English ▾ My Profile ▾

What would you like to learn today?


I would like to learn about Leadership Development Program ▾ focused on All Subjects ▾

Leadership Development Program


Browse all of the Leadership Development Program subjects below.



Leading the Business



Leading Yourself



Leading Your Team

Simple Facts About Leadership

Leadership development is the largest expense item in the overall training and development budget

35% of most learning and development budgets!

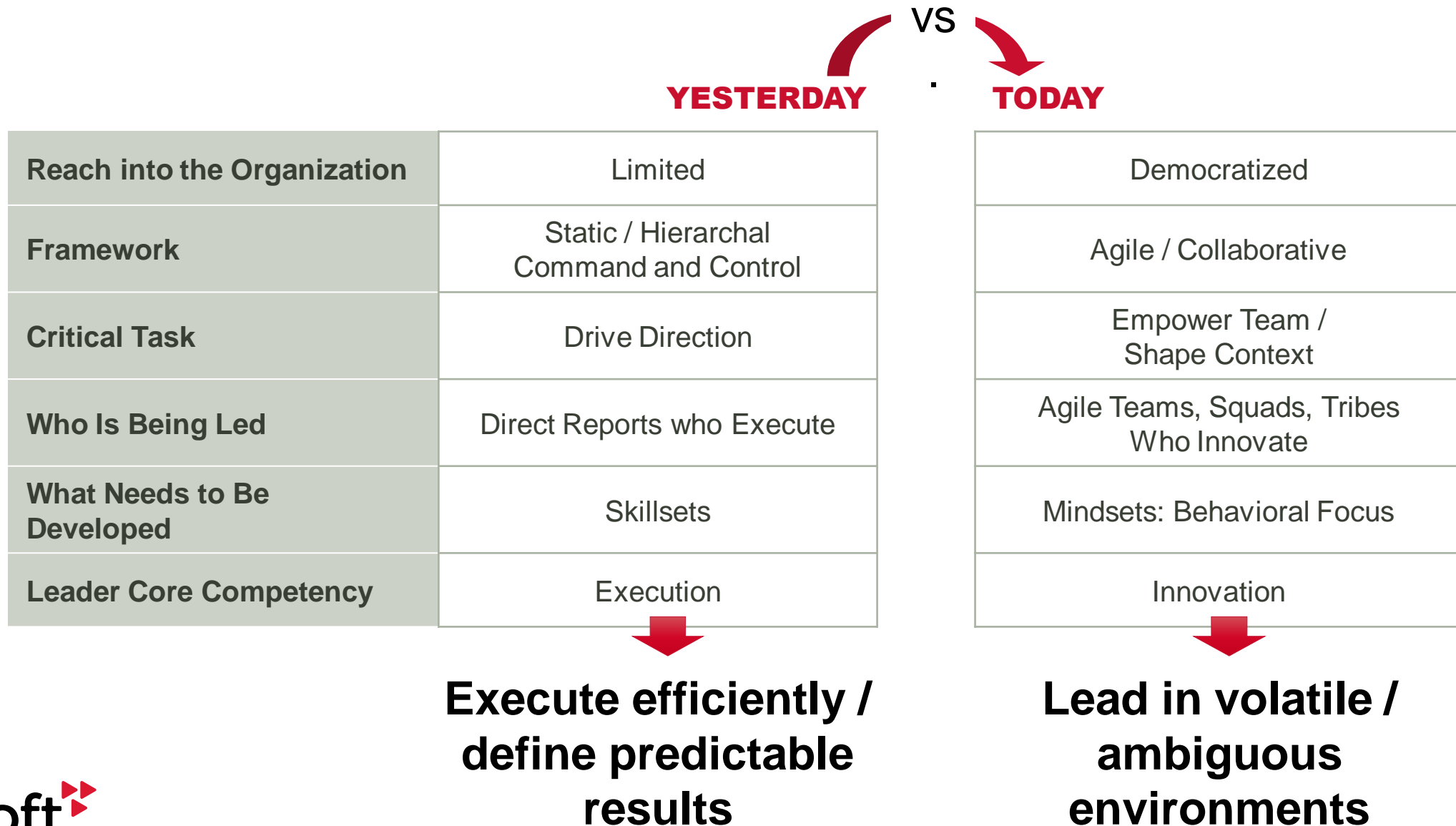
Today's leaders operate in an environment of increasing complexity, accelerating change, strengthened competition and rapid-fire innovation



Organizations are dissatisfied with the outcomes and impact of their leadership development efforts and need to experiment with different approaches

15% of human resource professionals rated their future leadership bench strength as satisfactory!

Leadership Development Yesterday vs. Today

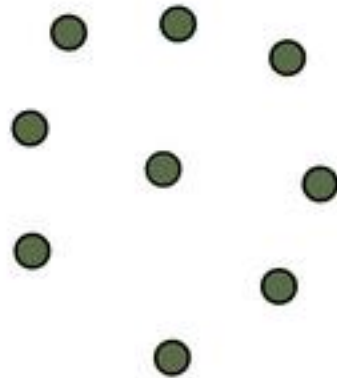


From Hierarchy to Wirearchy (updated)

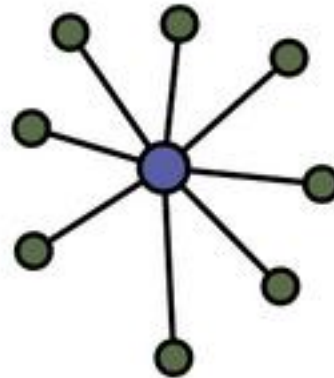
The T+I+M+N Era

Based on TIMN model by David Ronfeldt

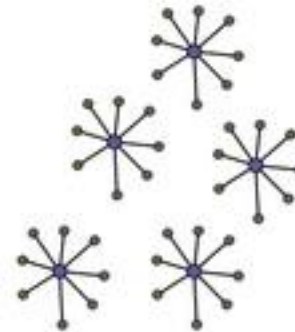
Tribes



+Institutions



+Markets



+Networks



Leadership Development Topics

Leading Through the Challenge of Change	Influence and Persuasion	New Leader Transitions
Building and Leading Successful Teams	The Accountable Leader	Leading with Mindfulness
Creating a Successful Business Execution Culture	Developing People	Leading with Values & Ethics
The Emotionally Intelligent Leader	Leading Innovation	Leading with Executive Presence
Coaching	Embracing Diversity in your Leadership	Leading with Digital Technology
Critical Thinking and Cognitive Flexibility	Setting and Managing Priorities	Leading Across Cultures
Problem Solving and Decision Making	Coordinating with your Leader Peers	Leading through Disruption
The Agile Leader: Perseverance and Flexibility	Judgment and Decisiveness	Leading a Customer-Centric Culture
Leading Virtually	Leading Organizational Vision	Motivational Leadership
Strategic Thinking	Managing Conflict	Women in Leadership



Host as Learning Agent



Behavioral Demonstration Scenario



Leader Mentor

π Shaped

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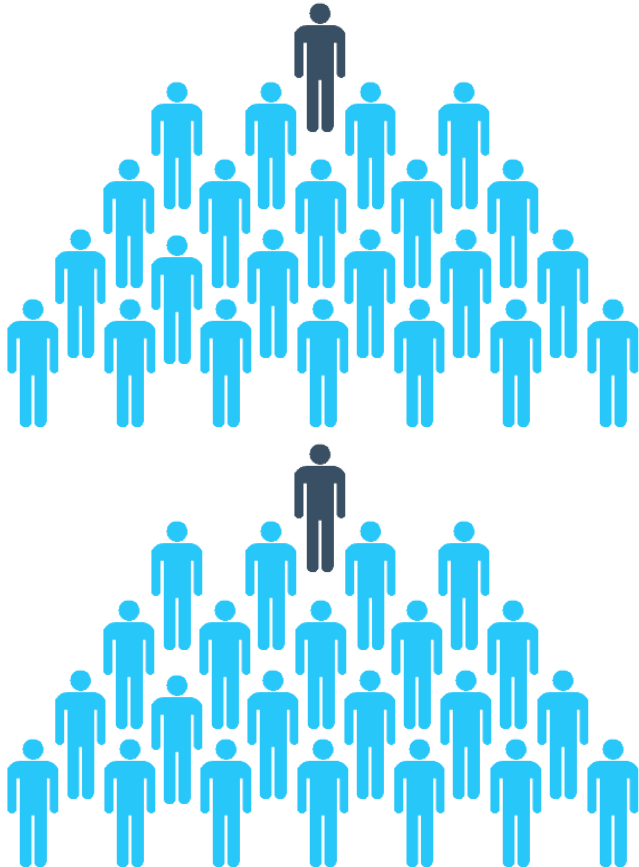
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Q&A

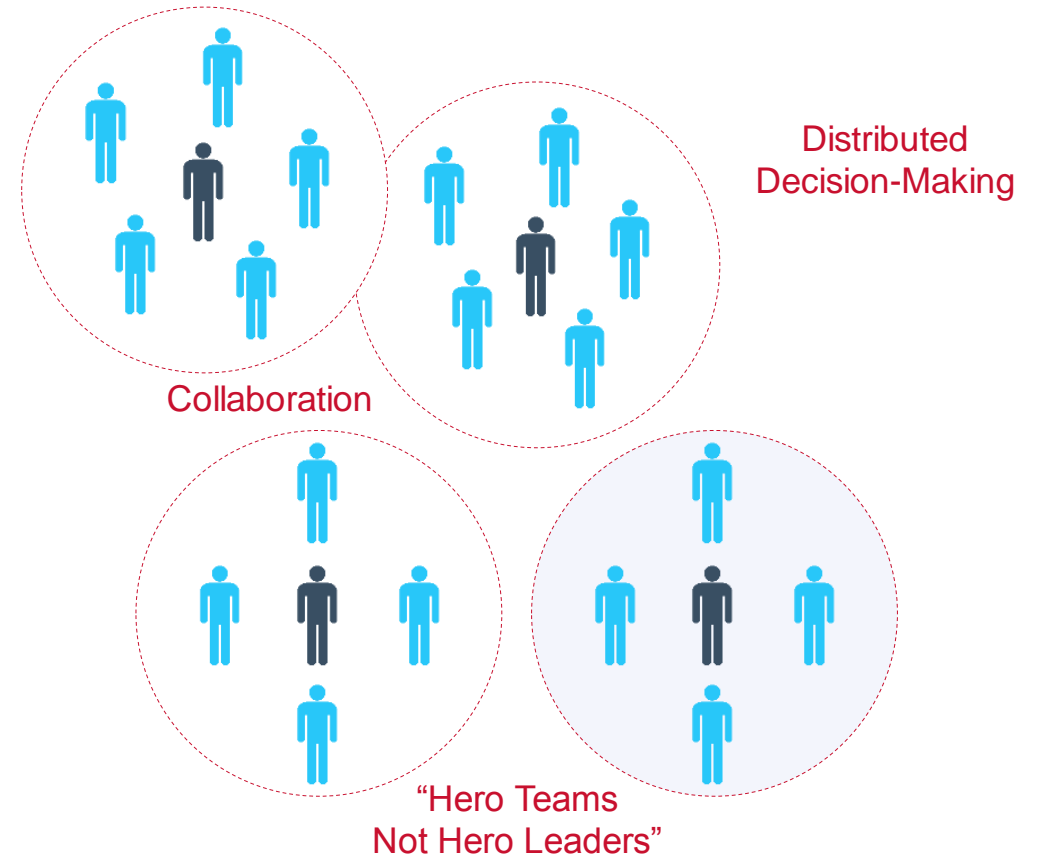
Changing Nature of Leadership

New Competencies

Siloed Leadership



Mission-driven Teams

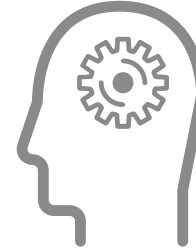


New “Digital” Mindsets in the Workplace



The team as primary organizational unit

Team / Collaboration Mindset



Constant up-skilling will win the day

Growth Mindset



People and technology/ machines =
killer combo

**Technology-Adaptive / Digitally-
Dexterous Mindset**



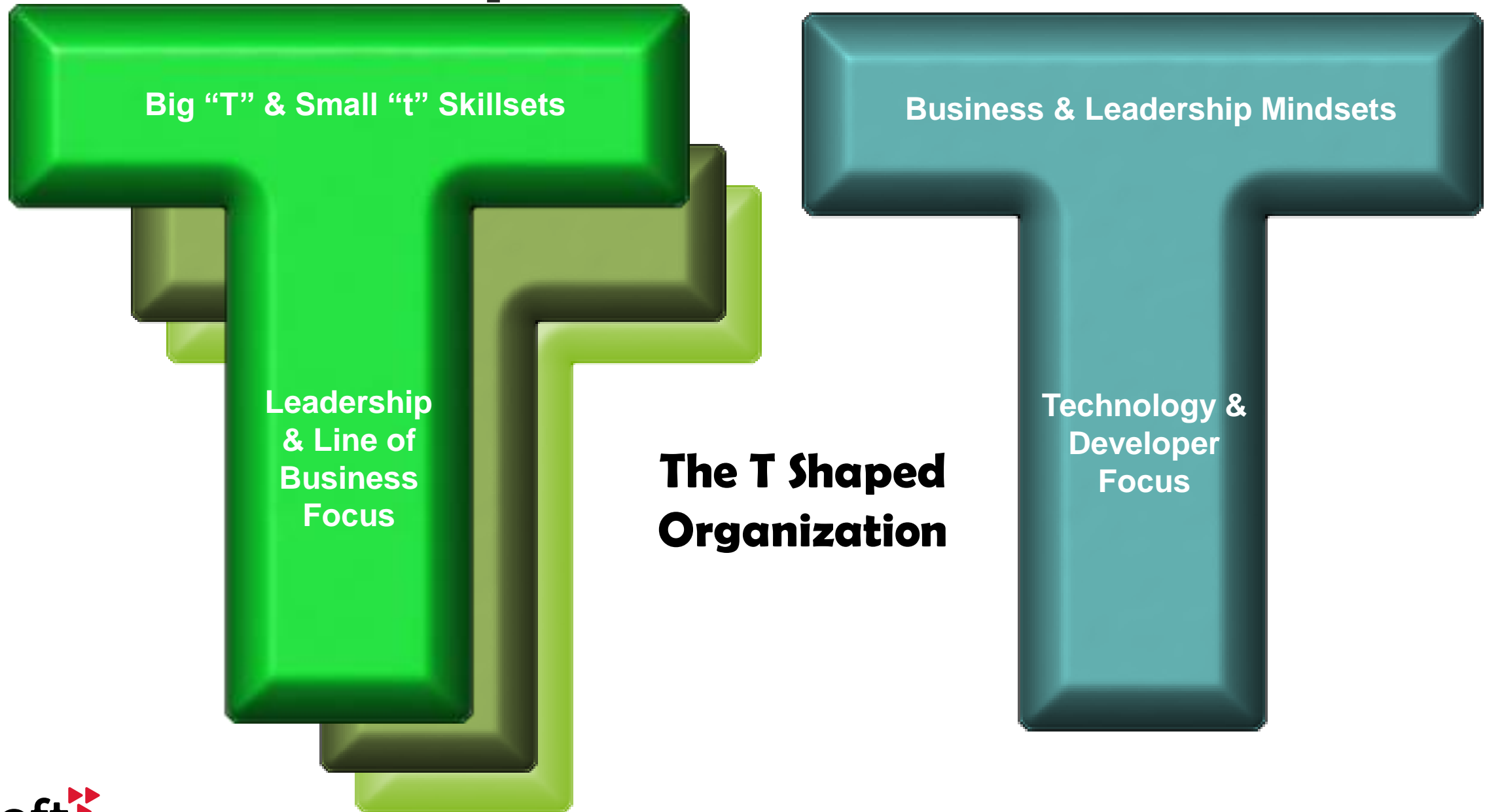
Algorithms and data-driven decision-
making becomes routine

Algorithmic / Data Literacy Mindset

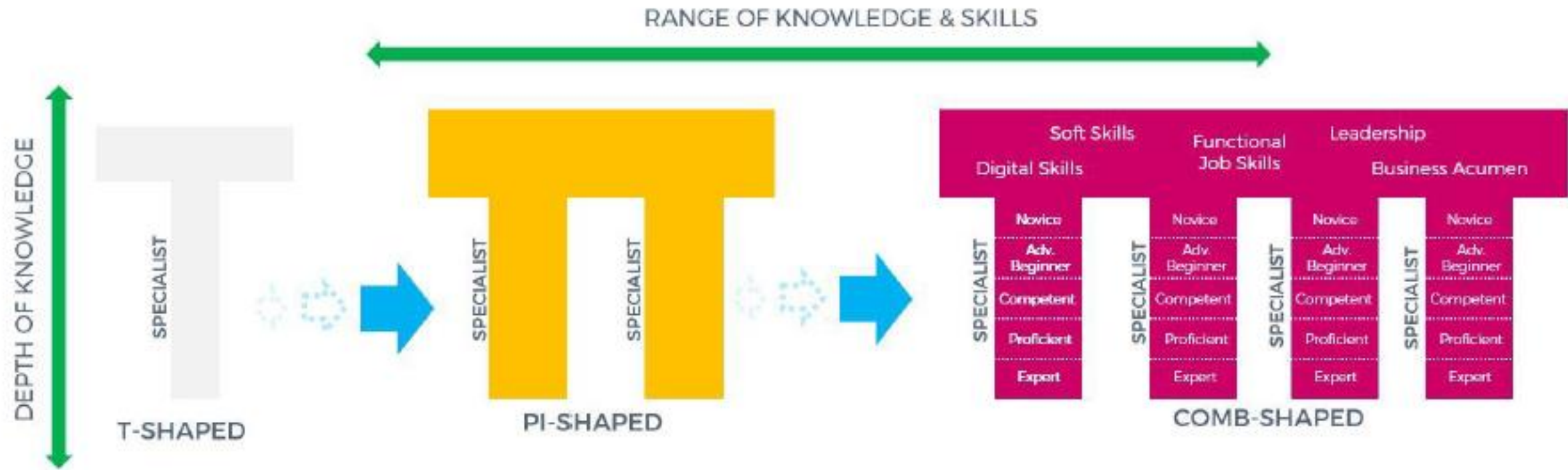


Work will become less routine
**Complex Problem-Solving and
Critical Thinking Mindset**

Organization Development



The organizational view



Next Gen Specialists (E or M shaped)



"I-shaped" (Specialist)	"T-shaped" (Generalized-Specialists)	"E-shaped" (NextGen Specialists)
Deep expertise in one area	Deep expertise in one area	Deep expertise in a few areas
Very few skills or experience in other areas	Broad skills across several areas	Experience across several areas Proven execution skills Always exploring and innovating
Can create bottlenecks	Can help remove bottlenecks	Almost limitless potential
Insensitive to downstream waste and impact	Sensitive to downstream waste and impact	
Inhibits planning flexibility or absorption of variability	Improves planning flexible and absorbs variability	

<https://www.leadingagile.com/2017/02/e-shaped-staff/>

Why organizations like Skillsoft are important

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Why Skillsoft

10

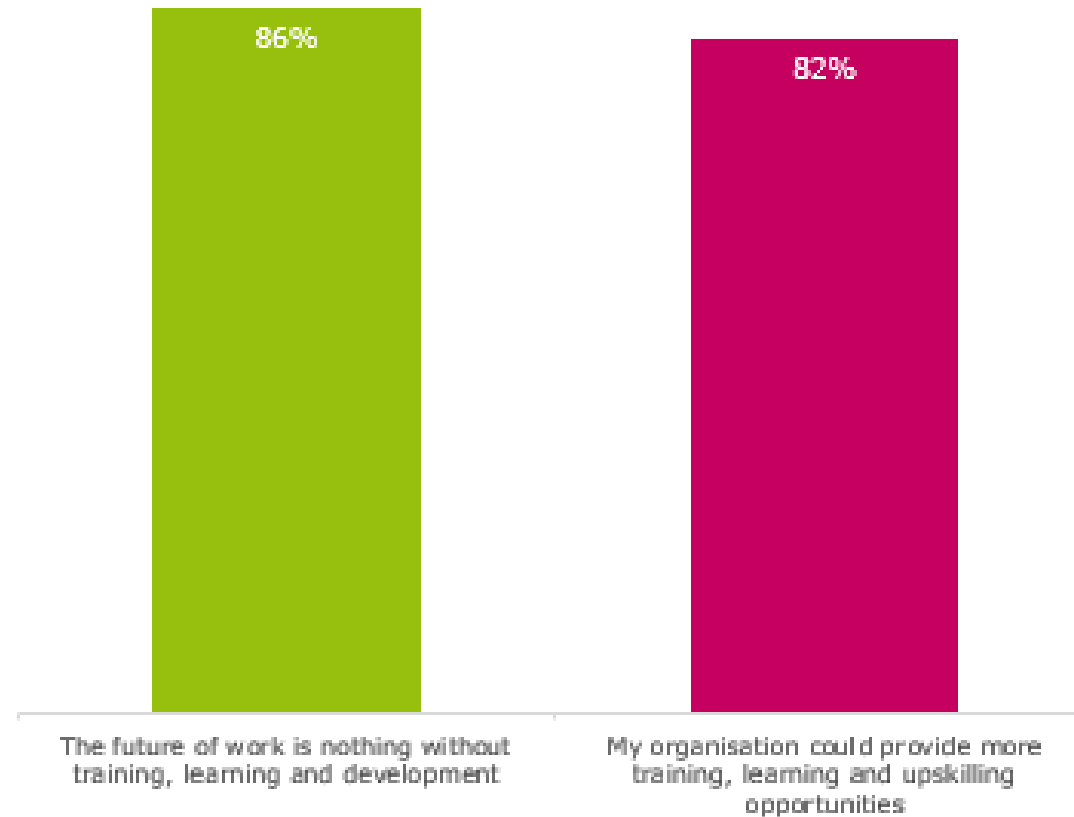
Q&A

As companies build the [organization of the future](#), continuous learning is critical for business success. For today’s digital organizations, the new rules call for a learning and development organization that can deliver learning that is always on and always available over a range of mobile platforms.

Careers and learning: Percentage of respondents rating this trend “important” or “very important”



Sentiment on Future Work and Training



Analysis showing the respondents who agree with the above statements, asked to all respondents (2,500)

Our mission is to help people to achieve their fullest potential through learning

We believe that true learning is achieved through richness and depth of experience that supports the learner within the job



Watch.



Read.



Listen.

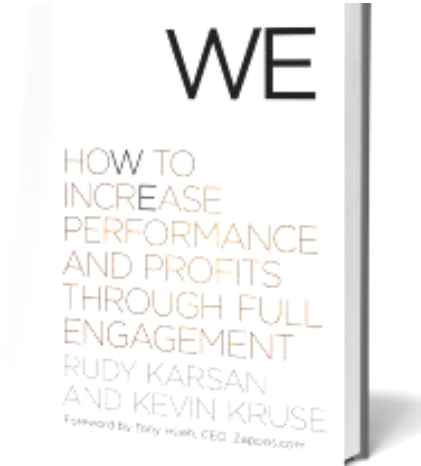


Practice.

Emphasizing engagement?



Engagement: Opinion



Hewitt Model: Say, Stay, Strive

WHITE PAPER: WIRED FOR ENGAGEMENT



24% of global employees are highly engaged, with 39% moderately engaged. This means that a third of global employees are bringing less than their best to work.

AON

Aberdeen Group

EMPLOYEE WELLNESS: DRIVING EMPLOYEE ENGAGEMENT AND DEVELOPMENT

Employees at best-in-class companies are 39% more likely than firms at all other firms to join (or stay) at an organization because they can chart a career track.

Zach Chertok, RA HCM

Skillsoft Research Initiative with MIT: Building a Scientific Understanding of Workplace Learning

Using f-MRI and EEG technology we will evaluate the impact of:

- Scenario-based versus instructor-led video content on recall
- Presenting a preview of material to the learner
- Pre-assessments on recall
- Interpolated testing influence on learner interest and retention
- Learner authored relevance statements before watching videos
- Learner mindset (growth/grit) and the quality of the video engagement's influence on the learning process



Modern Learning Formula

LEARNER-CENTRIC	<ul style="list-style-type: none">• Just -in-time, just-for-me options• Personalized learning experiences
MICRO/MODULAR	<ul style="list-style-type: none">• Short 2-5 min bursts of learning and reference• Combine into larger programs
VARIED TREATMENTS	<ul style="list-style-type: none">• Purposeful application of video treatments• Experts, scenarios, animation, 'how-to'
RETENTION-DRIVEN	<ul style="list-style-type: none">• Reinforce, practice, assess• Ensure application of learning
EMBEDDED	<ul style="list-style-type: none">• Accessible within learning systems, company portals• Push content recommendations to learners
MOBILE	<ul style="list-style-type: none">• Anytime access via tablet and smartphone• Read, listen and watch preference and choice

Designed for the Modern Learner

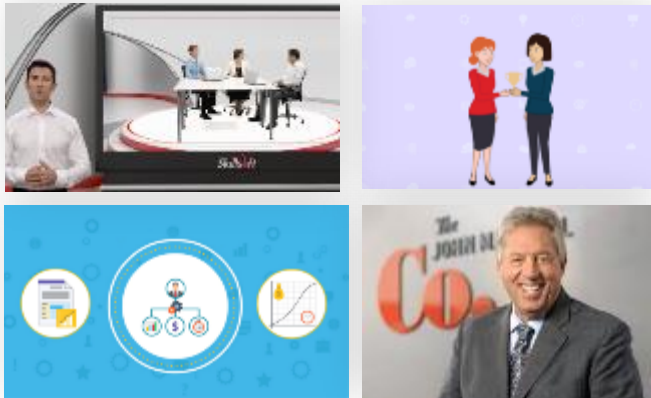
- Powerful imagery
- Balance of narration, visuals and text based on the latest brain science research
- Conveyance of meaning
- Conversational style
- Outstanding production quality



What we mean by Multimodal



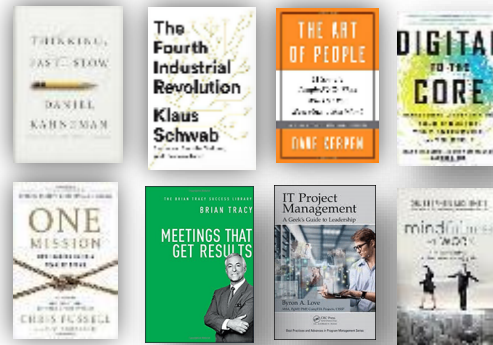
Watch.



- Expert-driven, video-courses
- Insights from real-world gurus
- Micro-learning for agile delivery



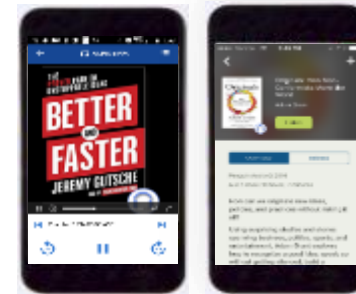
Read.



- 15,000+ books from the industry's leading publishers



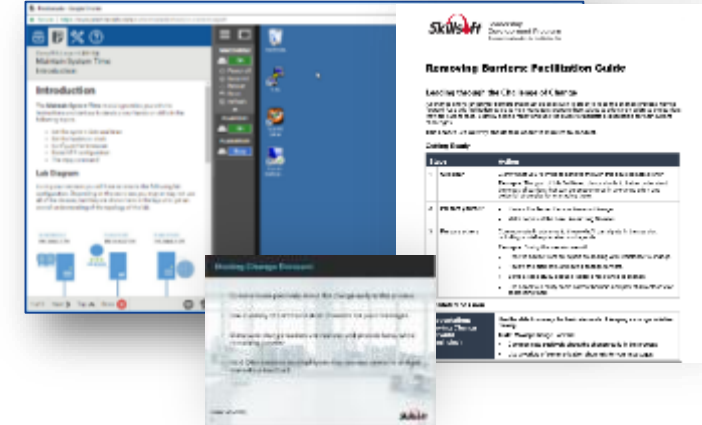
Listen.



- Industry's largest collection of audiobooks – 1,200+



Practice.



- Various formats including facilitator guides, accompanying slides, practice labs, bootcamps & mentoring

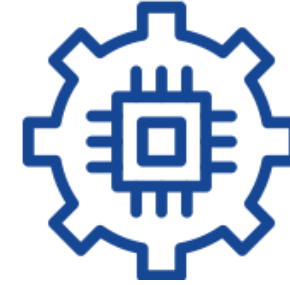
Unmatched Coverage in Key Portfolio Areas



Leadership



**Business
Skills**



**Technology
& Developer**



**Digital
Transformati
on**



Compliance



**Productivity &
Collaboration
Tools**

Q&A

1

What is digitalization

2

What are the implications

3

What are examples

4

What does this mean for OD

5

What does "T" shaped mean

6

Business perspective

7

Technical perspective

8

The π shaped organization

9

Why Skillsoft

10

Conclusions




Think. Research. Contact me.

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Business Skills & Leadership Portfolio


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