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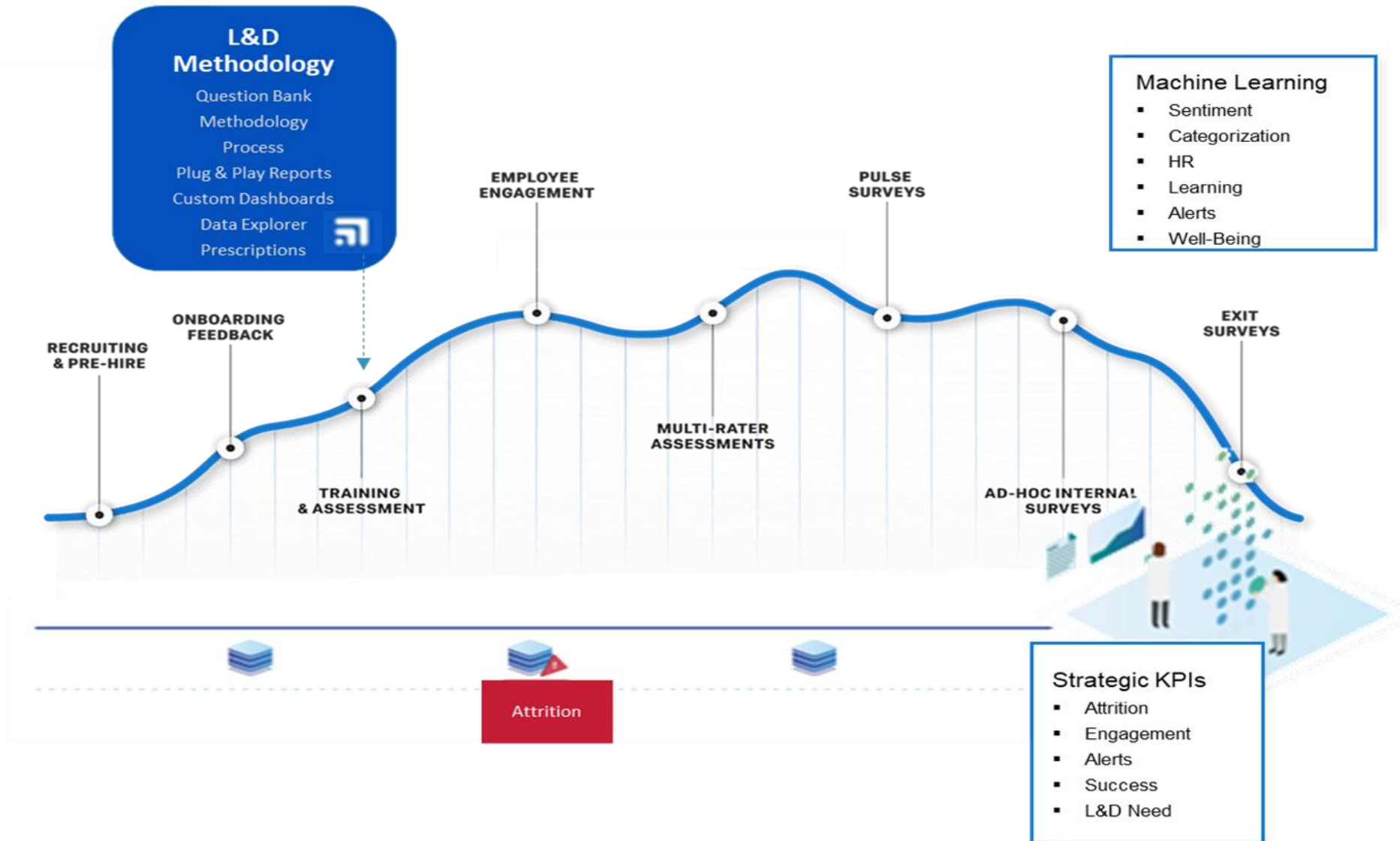
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# The Place where **Feedback Matters**

- **Founded in 2003**
- Serving the needs HR and Learning Organizations **globally**
- Offices in Montreal, Chicago, Chennai, Melbourne, Amman, London and Amsterdam
- Recognized by the Great Places to Work Institute:
  - **Best Workplace for Women 2020**
  - **Overall 4<sup>th</sup> Best Workplace in 2019**
- **650+ customers from 45 countries**
  - 35% of Fortune 100
  - 41% of the Hall of Fame for the Training Top 125 List



# Leading the Evolution to Employee Journey Analytics



“The biggest difference between *extraordinary* organizations and the ordinary ones is that they are *clear on survey topics*, the *timing* and the *types of data* they need to collect.”

Source: Aon Global Employee Research 2018



# Opportunity in Crisis: How COVID-19 is impacting Skill Development

## Health/Medical Industry

At MobiHealthNews, [we recently reported on the rise](#) in digital epidemiology tools, chatbot helpers and other technologies aiming to help stakeholders tackle the crisis.

“The potential for COVID-19 to encourage deployment of digital transformation is considerable,” says Dr Charles Alessi, chief clinical officer of HIMSS, owner of MobiHealthNews.

## Digital Adaptation

The coronavirus will accelerate digital transition... Newly remote workers will take time to learn the workflow, massively accelerating the way we adopt digital collaboration platforms.”

## Education

The coronavirus pandemic has changed how millions around the globe are educated.

New solutions for education could bring much needed innovation.



## The Impact

- As per [LinkedIn's 2020 Workplace Learning Report](#), **blockchain, cloud computing**, and **artificial intelligence** professionals will be **in high demand** this year.
- Professionals must **quickly upskill themselves** and obtain a functional understanding of these emerging digital technologies.
- According to the Vodafone Institute's [survey](#) of 9,000 people, **85% are aware** of the **need for digital skills**, but **only 29%** said that their current skill levels are adequate.
- The [World Economic Forum has noted](#) this widening gap between digital skill requirements and availability.



# Value Proposition

## Challenge

- Keep up with employees' current skills and being ready to identify and deploy new skills.
- Know where to deploy new learning content.

## Opportunity

- Identify where future training should be deployed.
- Analyze skill gaps to identify strategies to close gaps by recruiting, reskilling or redeploying talent.





## Challenges your company is (or will be) facing in terms of workforce skills

### Future of work trends

- Which jobs have the potential to become automated?
- What skills needs are currently on the rise?
- Which currently not yet existing positions will your company need?

### Determine future state skills

- Adopt new technologies and embrace new practices to achieve growth.
- Use skills gap analysis to determine where the gaps in skills are and where your industry is going
- Establish what future state skills are required to achieve business goals.



# Talent Discovery Roadmap

Locate & develop *critical skills for future success*

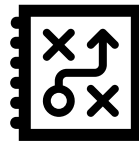
1 Identify critical skills needed



2 Assess & analyze workforce



3 Redeploy, reskill or recruit



4 Monitor & measure progress



5 Reassess & refresh





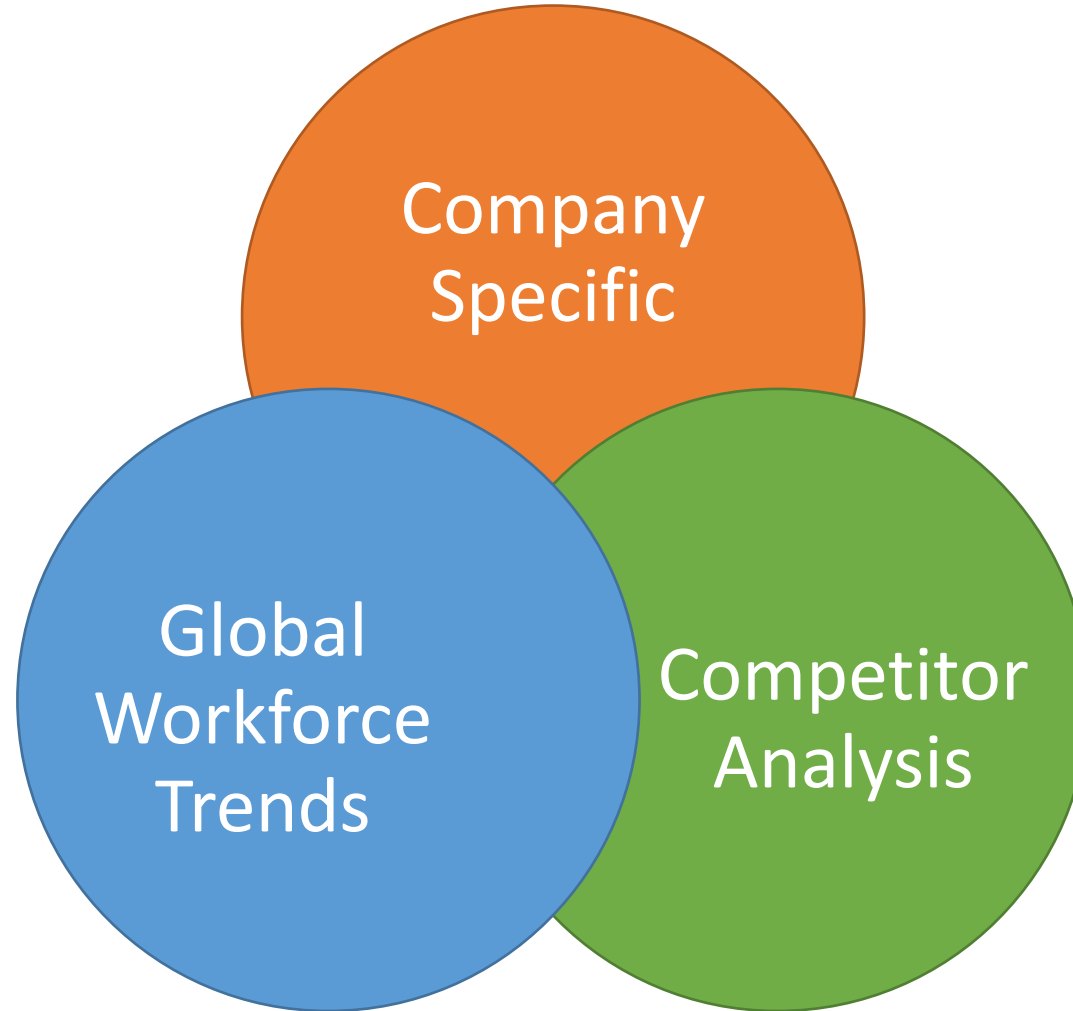
# Identify critical skills needed



What are the current skills challenges *NOW* for your organization?



# Identify critical skills needed



What will be  
the most  
needed skills in  
the future for  
your  
organization?

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



COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD



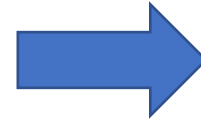
# Assess and Analyze Workforce



Company Core Skills



Critical role specific  
skills



Skills assessment

# Assess and Analyze Workforce



## Introduction

This assessment is designed to help Marketing Professionals and their managers thoughtfully analyze their skillset across the Marketing competencies. Please provide a ranking for each competency, and then think through success experiences and goals. See specific definitions for each competency in the Developing You Handbook.

**IMPORTANT:** The assessment will time out after 60 minutes. There is a SAVE button at the bottom of the assessment—please use this regularly. To avoid losing your progress you must click SAVE if you are unable to complete the assessment in one sitting or within 60 minutes. When you have fully completed the assessment, click the FINISH button to submit.

## Proficiency Scale Overview:

0 – Not Yet Foundational (see note below)

1 – Foundational

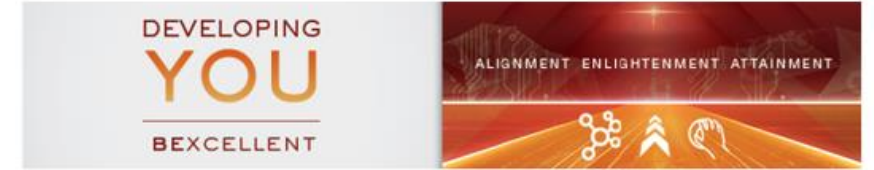
- Demonstrates understanding of the theory and application of the competency
- Independently applies the competency, or aspects of the competency, in routine situations

2 – Advanced

- Performs technical and procedural work involving the competency
- Applies competency in complex situations and makes recommendations for improvement
- Guides or advises others in the competency and looks ahead and anticipates requirements

3 – Excellence

- Demonstrates expert level skills when applying the competency
- Deep expertise in tools, processes, and methods related to the competency
- Recognized as a Subject Matter Expert, and considered a thought leader, internally or externally
- Coaches, supervises, and develops others on the competency



## Aaron Beckman - Response Sheet 2019

Subjects Name: Aaron Beckman  
Rater Source: Self

1. **Business and Financial Acumen**
  - Foundational
2. **Success Experiences**
  - Managed a \$11 million P2P budget. Consistently came in under budget by working with Sales Director and Accounting. Weekly budget meetings with agency and maximized efficiencies.
3. **Growth Opportunities**
  - P/L & LRP, etc.
4. **Analysis to Insights**
  - Foundational
5. **Success Experiences**
  - Currently demonstrating analysis to insights using quant and qual research to develop insights for SpA messaging.
6. **Growth Opportunities**
  - Data source identification
7. **Customer Strategy**
  - Foundational
8. **Success Experiences**
  - Being able to utilize MVD insights into our updating our message flow / bundle for the ISA. Developed a P1/P2 message map

### Business and Financial Acumen

- Not Yet Foundational
- Foundational
- Advanced
- Excellence

### Success Experiences

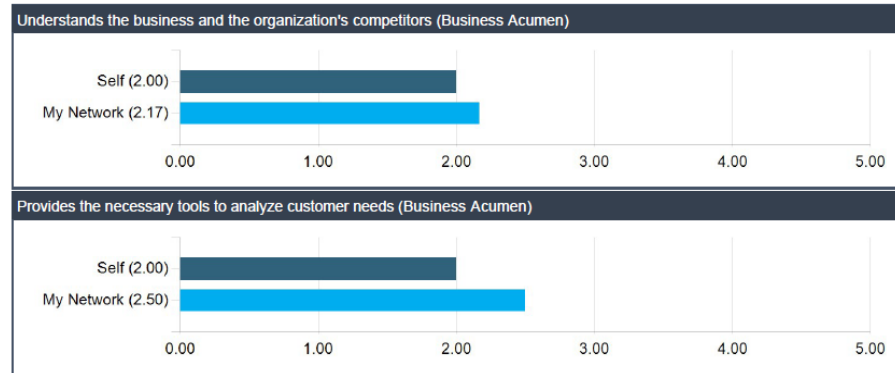
Provide an example of successful demonstration of **Business and Financial Acumen**.



# Assess and Analyze Workforce

## Hidden Strengths

The individual may underestimate their ability to demonstrate the behaviors listed in the table below. Closing this gap can occur by increasing awareness when these specific behaviors are done well, or increasing the comfort in identifying and verbalizing key strengths.



## Behavior Ranking

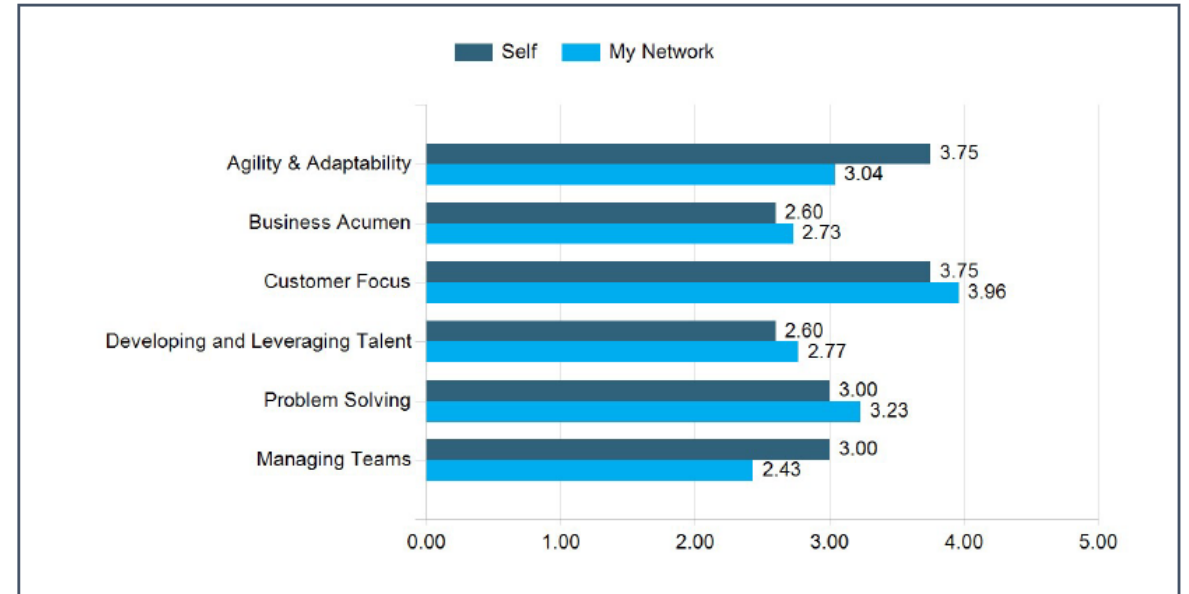
In the next two blocks, Blue ranks the behaviors in a table to show the employee's strengths and areas for improvement. The tables display the ranking of the first scale from our questionnaire - agreement. Additional longitudinal comparisons with last year's evaluation are included; this allows to track an employee's progression over time.

### One Scale

Strengths		2017	2016
1 Recognizes, defines, and analyzes problems and issues	Problem Solving	4.69	4.68
2 Uses qualitative and quantitative data and analytical tools in problem solving	Problem Solving	4.48	4.50
3 Uses appropriate writing style consistent with organizational guidelines and norms	Communication	4.34	4.35

## Gap Analysis

The Gap is the difference between the Self and others' ratings. A positive gap means the Self rating was higher than the others' rating. The table below the graph shows the numeric representation of the gap for each behavior.

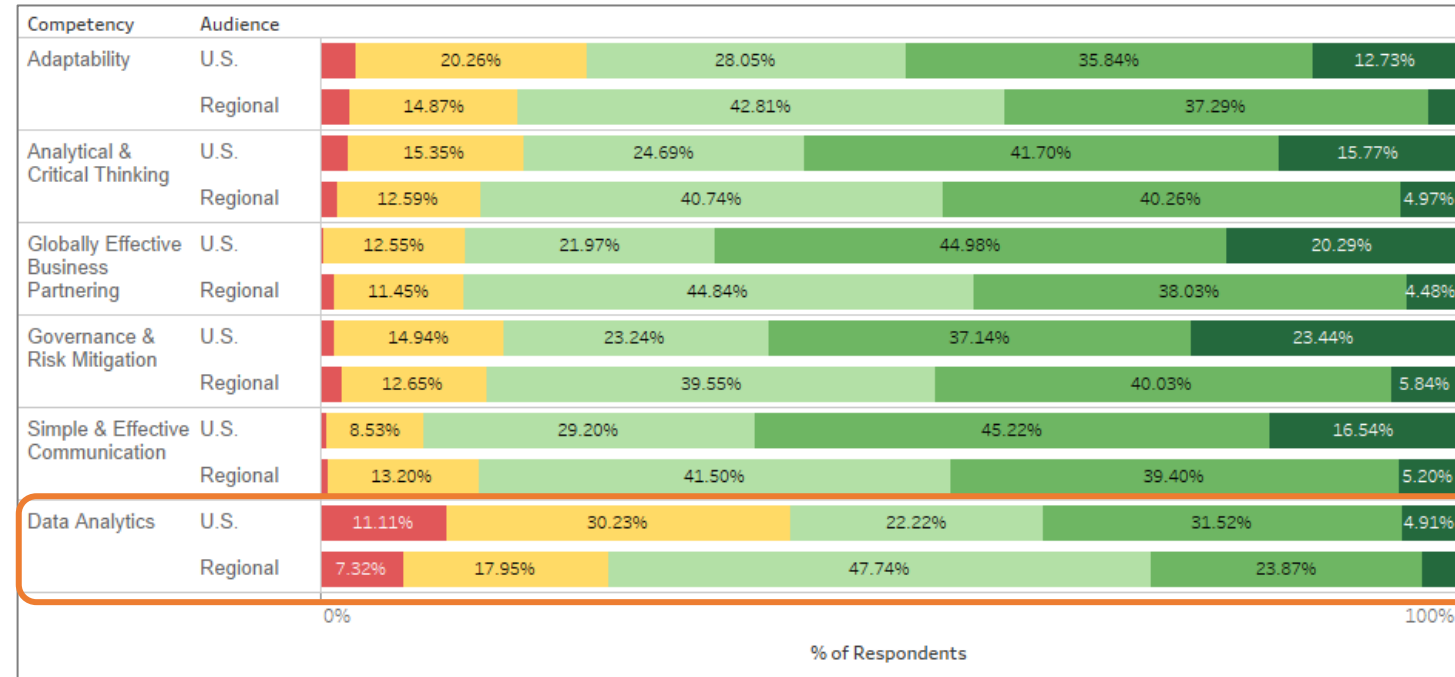


Self vs My Network

Rank	Competency	Gap
1	Agility & Adaptability	0.71
2	Business Acumen	-0.13
3	Customer Focus	-0.21
4	Developing and Leveraging Talent	-0.17
5	Problem Solving	-0.23
6	Managing Teams	0.57



# Assess and Analyze Workforce







# Redeploy, Reskill or Recruit

## Talent Mobility

- Do the skills match the role?
- Can we redeploy the skills?



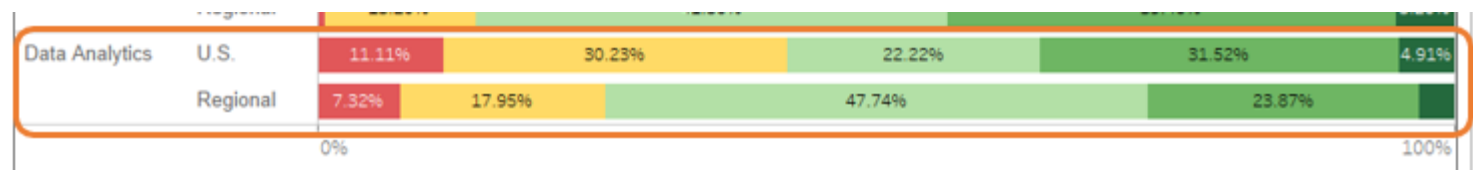
## Talent Development

- What are the critical skills to develop?
- Can we develop the skills internally?



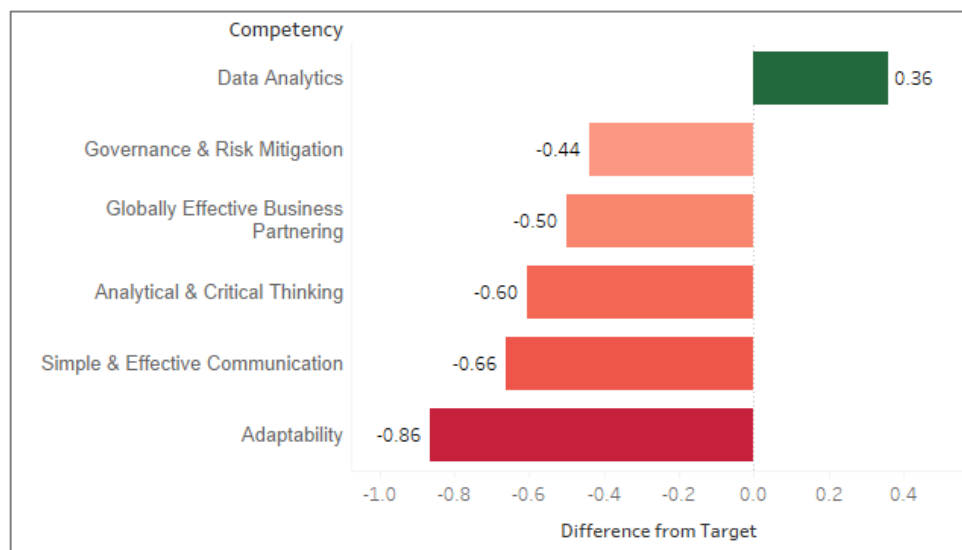
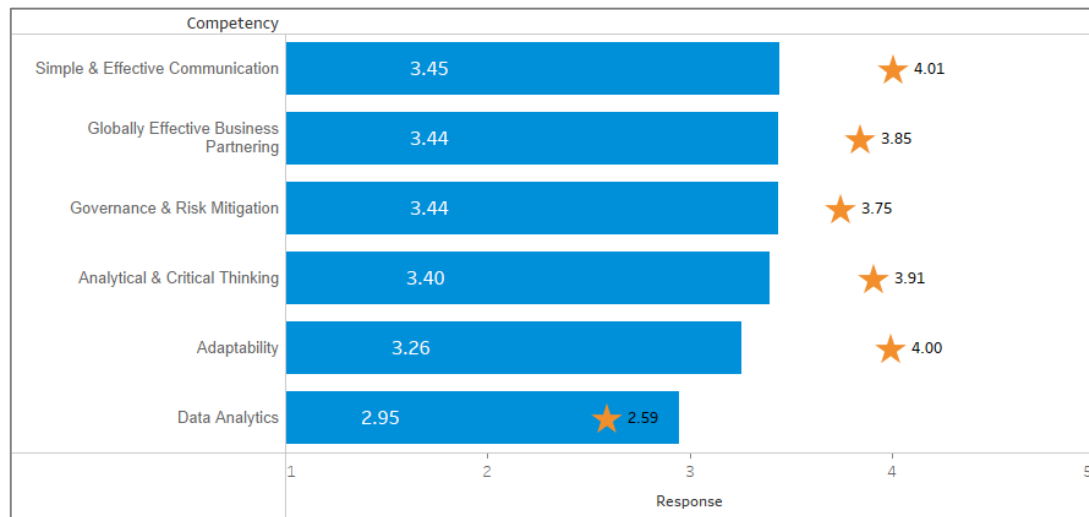
## Talent Acquisition

- How available are the skills needed?
- Can we acquire the skills?



# Monitor and Measure Progress

## Incremental Surveys to Gauge Progress



## “Continuous Listening” Pulse Questions to Stay Connected

**CEO**  
Question from Samer Saab

I have used my improved my data analytics skills on the job.

Strongly disagree

Disagree

Neither agree or disagree

Agree

Strongly agree

**bluepulse**

Go to...

Share information Check-in

What's on your mind...

Add to my to-do list

**All Employees**  
Question from Sophia Waters

How familiar are you with the opportunities to develop your data analytics skills?

All Personal groups

TOTAL	MEAN	STANDARD DEVIATION
21	3.76	1.14

Not at all familiar: 1

Slightly familiar: 2

Somewhat familiar: 4

Moderately familiar: 8

Extremely familiar: 6



# Reassess and Refresh





# Summary

1. Know your industry and stay close to the business strategy
2. Have a plan to assess current vs future skill needs
3. Do a gap analysis to find your hidden talent and skills
4. Determine your strategy: redeploy, reskill or recruit
5. Monitor, measure and reassess

Questions?

