



# How to Find & Fix the Skills Gaps that Matter Most (at Scale)

**Matthew Shell**

Senior Business Development Manager

JUNE 27, 2023

# Agenda

## 1. Key Takeaways & About Capsim

## 2. The Current Environment

- The Future of Work
- Upskilling / Reskilling Challenges
- The Importance of Soft Skills

## 3. The Way Forward

- Challenges to Consider
- CapsimInbox Platform Walkthrough
- Ingredients for Success

## 4. Success Stories

- Caterpillar
- Microsoft
- *\*Defense Contractor*

## 5. Special Offer

## 6. Questions

# Key Takeaways

- **But what's the goal?**
- **Help training professionals develop their most important resource: their people.**
  - Real-world learning reinforcement
  - Objectively assess soft skills
  - Customize and personalize training
  - Measure training impact
  - Streamline succession planning
- **Inbox simulations are the key**





## 35+ years of experience with on-site and virtual programs

Management Trainings, Fast Track Development, High Potential Employees,  
Strategy & Business Acumen, Executive Training, Custom Inbox Simulations



## Folders

Inbox 15

Sent Items 3

## Drive

Company Information

Your Role

## Instant Messages

**KG** Kenny Green  
Today, 9:13 am**JD** Jordan Dunn  
Today, 8:07 am

Filter: All Flagged

**BT** Brendan Tagen  
Marketing Associate  
Today, 4:09 PM  
CircaTech Presentation**JP** Jed Parker  
Region 3 Sales  
Today, 3:57 PM  
Thanks to the Ubiquitools Team**CD** Chris De'Boten  
VP Sales & Operations  
Today, 1:12 PM  
RE: Sales Goals for this Year**JG** Jennifer Grawl  
SVP Sales & Operations  
Today, 9:34 AM  
Office Space**TS** Tellula Styles  
Production Supervisor  
Today, 8:57 AM  
Employee Safety Issue**KU** Kia Usman  
Research Assistant  
Today, 8:22 AM  
Interesting Study

## CircaTech Presentation

**BT** Brendan Tagen  
Marketing Associate  
4:09 PM

Thank you again for choosing me as the recipient of the Service Excellence Award! It means so much to me - working here for the past year has been incredibly exciting.

I also wanted to let you know that I really appreciated the positive feedback on my job performance during our last one-on-one meeting. We had also talked about taking on more responsibility. This morning Sanjay told me that we might have a chance to expand our business to a large and distinguished client.

I know that I haven't done presentations for a client this big yet, but I'd love the chance to tackle this challenge. Let me know what you think.

- Brendan

- A. Allow Brendan to attend the presentation in order to learn the ropes.
- B. Explain that this is too big of opportunity to use someone without more experience.
- C. Ask him to create a first draft of the presentation to give to the team for feedback.

# The Current Environment



- **L&D increasingly seen as a competitive advantage**
  - Your people are your greatest resource.
  - Instrumental to executing your strategy
  - A high-performing L&D function is more critical than ever before
- **The Future of Work**
  - Quickly shifting the modern business landscape
  - Need to re-align training to the realities of the business world
  - Re-evaluating existing methods amid new challenges

# The Current Environment

- **Rapid leaps in technology are changing the way we work**
  - ChatGPT & BardAI: automating tasks and executing tasks instantly
  - Allows for more efficient decision-making and productivity
  - Can enhance L&D with personalized training & coaching
- **The shift is enhancing the need to upskill and reskill**
  - Nearly 60% of the global workforce before 2027 ([WEF '23](#))
  - New job roles and responsibilities will emerge
  - Adaptative, custom training will keep you ahead of the curve



# The Importance of Soft Skills

- Soft skill development is the #1 priority for companies (LinkedIn 2018)
- 92% of hiring and training professionals say soft skills matter more than hard skills (LinkedIn 2019)
- 63% of organizations are willing to hire someone with transferable soft skills then train to full proficiency (Monster '22)



# The Struggle of Skill Development



## The Current State

- **70% of employees** say they don't have mastery of the skills needed to do their jobs ([Gartner](#))
- Only **12% of employees** apply new skills learned in L&D programs to their jobs ([Shift eLearning](#))
- Only **25%** of executives believe that training measurably improved performance. ([McKinsey](#))

## Pre-Webinar Survey

- **81% of today's registrants** say that developing a data-driven learning strategy is a priority for their team.
- However, **66%** said their existing assessment methods do not provide access to the quality data they need to maximize training impact.

# The Way Forward

- **Right People** → Who has the potential?
- **Right Skills** → Where are their skill gaps?
- **Right Way** → Can they practically apply their skills?



## How do we bridge the gap?

- Data-driven, transformative, and scalable solutions

# Attributes of a Winning L&D Strategy

## Attribute #1

### Data-Driven Decisions

Identify areas for improvement, make informed decisions, and measure the effectiveness of training

## Attribute #2

### Transformative Training

Ensure training is relevant, experiential, and developmentally-focused

## Attribute #3

### Scalable Solutions

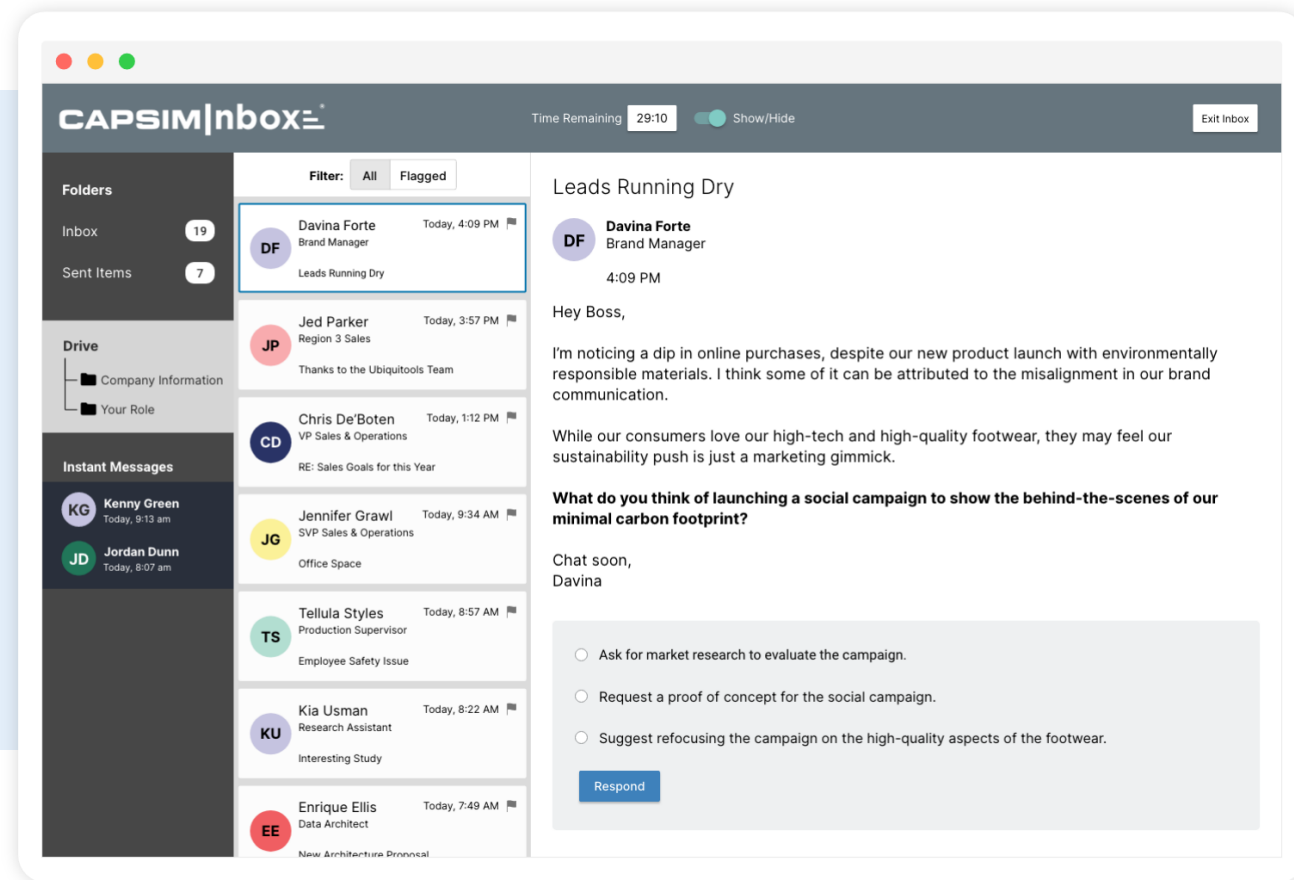
Create transformative trainings that can be implemented anywhere, anytime





# Inbox Simulations

- Authentic experiences via a familiar email interface
- Measure what matters most with real-time skills data
- Quality feedback delivered individually and instantaneously



Simulation-based behavioral assessment

# Inbox Simulations

## Key Benefits

- Provides relevant, real-world situations to practice applying knowledge
- Accurately assessing the proficiency of soft skills for each individual
- Provides quality feedback to improve areas in need of development

## Use Cases

1. Find & Fix Skill Gaps
2. Identify Emerging Leaders
3. Quantify Training Impact
4. Career Pathways / Succession
5. Certification / Compliance Training
6. Pre-Hire Assessment



**From:** Jane  
**Subject:** Instrument sterilization

After a relatively routine procedure in the OR, one of our techs discovered that the instruments used during surgery had not completed the sterilization process.

The instruments were used by an unaware Dr. Andrews during a successful repair of a hiatal hernia on the patient.

There's currently no sign of infection. The patient and his family are currently unaware of the situation as we continue to examine the details of the incident. **How should we proceed?**

- A. Have Jane schedule a root cause meeting immediately.
- B. Reply to Jane 'Thank you, let me know what you need from me.'
- C. Reply to Jane that we need to notify the family right away.

**What would you do?**



J

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- B. Reply to Jane 'Thank you, let me know what you need from me'.
- C. Reply to Jane that we need to notify the family right away.

**What would you do?**

A

**Have Jane schedule a root cause meeting immediately.**

+10 points: Delegation

+10 points: Leadership

+10 points: Problem-Solving

+10 points: Prioritization

B

**Reply to Jane 'Thank you, let me know what you need from me'.**

-1 points: Problem Solving

-1 points: Leadership

C

**Reply to Jane that we need to notify the family right away.**

+3 points: Delegation

+3 points: Prioritization

+3 points: Problem-Solving



Email #29

**Jane Fritz**  
Director of Nursing

**JF**

Root Cause of Meeting

**A** Have Jane schedule a root cause meeting immediately.

**B** Reply to Jane 'Thank you, let me know what you need from me!'

**C** Reply to Jane that we need to notify the family right away.

Email #41

**Jane Fritz**  
Director of Nursing

**JF**

OR Issues

Email #33

**Dr. Andrews**

**DA**

OR Incident

CapsimInbox Sample Moment: Healthcare Administration

# The Three Ingredients

## Ingredient #1

### Authentic Experiences

Provide relevant, real-world practice applying knowledge

## Ingredient #2

### Measure What Matters

Measure your training impacts, accurately

## Ingredient #3

### Quality Feedback

Providing quality feedback on key strengths and areas for improvement

# CAPSIM|inbox™

## AUTHORING PLATFORM

The screenshot displays the CAPSIM|inbox Authoring Platform interface. At the top, the logo and 'AUTHORING PLATFORM' are visible. The top right corner contains 'Help & Support' and 'Exit Project' buttons. The main header area includes 'General Management Demo' and a 'Preview Experience' link.

The interface is divided into three main sections:

- Left Sidebar:** A navigation menu with options: Skills, Scenario, Characters, Drive, Gadgets, **Inbox** (highlighted), Report, and Administration. A 'FEEDBACK' button is located at the bottom of this sidebar.
- Central Panel:** A list of items with an 'Add' button and a 'Filter (0)' dropdown. The items are:
  - Reference Letter Request:** Robert Ryerson, Financial Analyst. Reference Letter Request.
  - Fwd: Thanks to the UbiquiTools Team!:** Sandra Joss, Sr. Sales Manager. Fwd: Thanks to the UbiquiTools Team!
  - CliMate Video:** William Gretsches Jr., Chief Marketing Officer. CliMate Video.
  - IM-1:** Mentor Mark, Mentor.
- Right Panel:** A detailed view of the selected 'Reference Letter Request' scenario. It shows the sender's profile (Robert Ryerson, Financial Analyst) with an 'Edit' button. The scenario title is 'Reference Letter Request'. The main content is a letter body:

I'm writing to ask if you'd serve as a reference for me. I realize this might be catching you off-guard, but I'm planning on leaving the company. It would be great if you could also write me a letter of recommendation that I can include in applications. You've always been very kind to me and you know what a hard worker I am, so I'm hoping you won't mind writing the letter on my behalf. My boss doesn't know yet, so please keep this confidential.

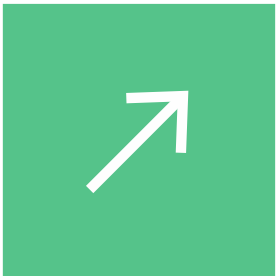
Thanks in advance,  
Rob

Below the letter body is a list of instructions for the recipient:

  - Reply to Rob that you are delighted to serve as a reference for him.
  - Forward to Jordan (your admin) and ask her to draft the initial letter.
  - Reply to set up a time to meet with Rob to explore why he is leaving the company before committing to writing him a letter.

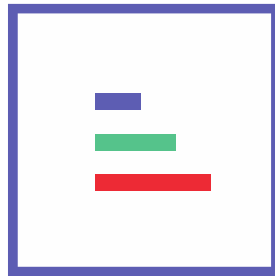
At the bottom of the right panel, a note states: 'This response triggers: IM-1: Mark.'

## 3 Options to Consider



### Ready-to- Use

- 4 Capsim-created experiences
- 19 Core Leadership/Soft Skills Assessed
- Comparative results with global data



### Custom by Client

- SaaS-style Authoring Platform
- Develop at your pace
- No developmental or access fees



### Custom by Capsim

- Developed by Capsim's SMEs
- Fast development
- Minimal touchpoints with your team

# Success Stories

1. **Caterpillar:** Skills Gaps Analysis
2. **Microsoft:** Measuring Training Impact
3. ***Defense Contractor:*** Role-Specific Assessment



Caterpillar

**Objectively measure  
soft skills**



# Caterpillar




Illinois-based construction manufacturing company

## **Challenge: Assess soft skills of sales managers globally**

- International Executive Education Program via Rutgers
- 10-month online training program
- Did not provide objective measurement of skill development

# Solution: Leadership Development Series

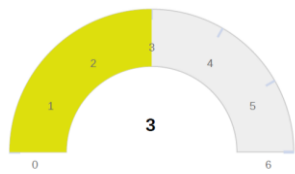
### Overall Performance 1



**60th Percentile**

Your overall performance was at the 60th percentile. This overall score is based on how quickly and accurately you responded to the emails and messages during the exercise. The score is a percentile, which shows your overall performance relative to the CapsimInbox database. A score of 60th percentile means that you performed higher than 60% of the individuals in the database.

### Self Awareness 3



Your self-awareness index is a 3. This score reflects how accurately your self-assessments match the objective assessments produced by CapsimInbox. Higher scores equate to more accurate self-awareness. Your score indicates that you are currently average in self-awareness accuracy. When you are inaccurate, it is due to over-rating yourself. It is important to recognize that an accurate understanding of your skills is the essential first step to improving these skills.

### Development Index 2

Advanced				
Intermediate				
Novice				
	Inconsistently	Somewhat Inconsistently	Somewhat consistently	Consistently

Your development index shows your current level of skill proficiency is at the Intermediate level. Across the five skills, you Inconsistently demonstrated this Intermediate level of proficiency. Your ultimate goal for professional development is to consistently demonstrate an advanced level across all five skills.

### Skill Gap 4

Below are your scores on three essential skills that relate to effective time management. Also shown is how you rated yourself on these skills. Gaps that span two colors are often the most in need of development.

● Self Assessment    ◆ Inbox Assessment

- Organizing** ● 10    ◆ 50
- Leading** ● 20    ◆ 60
- Problem Solving** ● 30    ◆ 70
- Communicating** ● 20    ◆ 60
- Initiating** ● 10    ◆ 50



# Results

## Benefits: Leadership Development Series

- Ready-to-use allowed for instant implementation
- Global percentile data for comparison
- Self-directed, low admin involvement

## Outcomes

- **Make training initiatives more impactful (focus on critical skills gaps)**
- **Accelerate development**



Microsoft

**Measuring the impact of training  
(Pre-/Post-Test)**



# Microsoft





World-renowned, multinational tech company

## **Challenge: Empirically measure training impacts from new program**




- Launched a new “Journey to Principal” program, need to assess impact
- Cohort of highly technical ICs aspiring for next stage in career
- Must be conducted virtually, across 14 countries on 3 continents

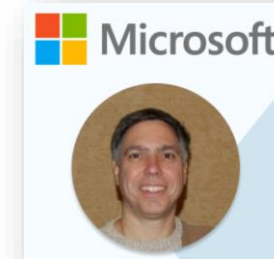
# Solution: Leadership Development Series

## Overall Percentile

CapsimInbox Version	Percentile
General Management ⓘ	 49th Percentile
People Management ⓘ	 71st Percentile

## Skills Scores

Skill	Percentile	Net Change ⓘ
Organizing ⓘ	 54 → 61	+7
Initiating ⓘ	 58 → 85	+27
Problem Solving ⓘ	 46 → 95	+49



It's the ultimate validation of your training efforts to be able to say "here's where we were, and here's where we are now". Most training is technical, so it's easy to see that change. CapsimInbox lets us see it, even when the results aren't technical and in your face.

Jim Chismar PMP, ProSci CMP  
Team Manager in M365 FastTrack Center, Microsoft

# Results

## Benefits: Leadership Development Series

- Immediate skill gap analysis at beginning of program
- Quantify the skill development at the end of the program
- Track learner skills longitudinally from this point forward

## Outcomes

- **Pinpoint current skill proficiencies at program start**
- **Empirical measurement of skill development after post-test and beyond**
- **Remediate future programs to be more effective based on post-test results**

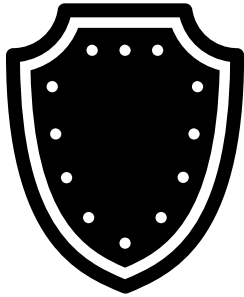


# Defense Contractor

**Customize and personalize training  
in a relevant context**



# Defense Contractor

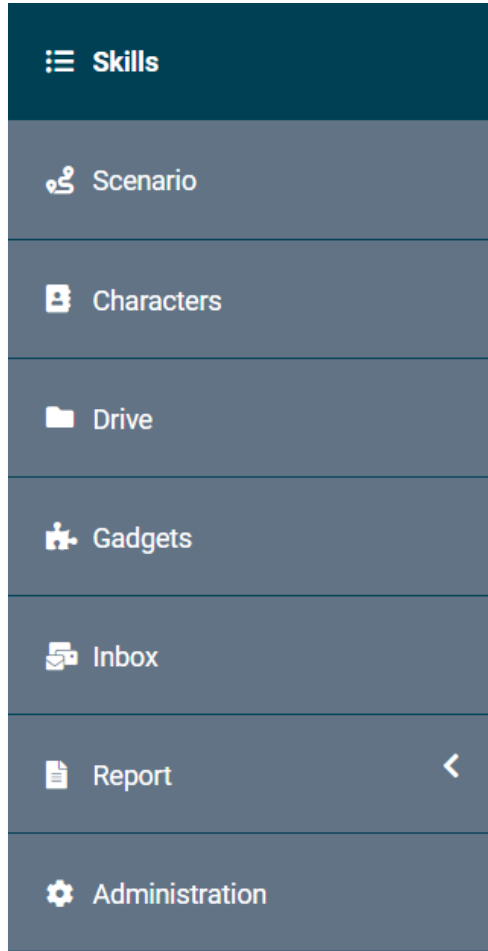


U.S.-based military defense contractor

## Challenge: A company- and role-specific simulation to assess key skills

- Need for a highly customized simulation based in a **fictionalized version** of company
- Assess one's fundamental understanding of **program management**
- Assessment **must align** with long-established performance indicators
- Content must be based on **real experiences** of project managers at the company

# Solution: Custom Inbox



- **Skills:** Insert the skills you want to assess with relevant context
- **Scenario:** Write the role introduction to set the scene
- **Characters:** Input additional stakeholders the learner will interact with
- **Inbox:** Create the situations and interactions the learner will encounter



# Solution: Custom by Capsim

**CAPSIM|inbox** Logout

**Dashboard**

**Course Settings**

**Skill Scores**

**Administrative Resources**

**My Courses**

### Dashboard

#### Overall Score

0 52nd Percentile 100

#### Skill Scores

Skill name	Score
Organizing ⓘ	53
Leading ⓘ	52
Problem Solving ⓘ	63
Communicating ⓘ	60
Initiating ⓘ	55

### Course Roster

[View Skill Scores](#) [Generate CSV](#)

Search Table

Name	Overall Score	Self-Awareness Score	Development Index	Inbox Completion Date	Assessment Completion Time	IDP Completion Date
Helm, Amanda	99	6	Advanced, Consistently	09/12/2019, 1:32 pm	52 minutes	-
DiMarco, Abrahm	98	1	Advanced, Consistently	05/15/2020, 10:43 am	27 minutes	-
Zimmermann, Kelsey	97	5	Advanced, Consistently	11/17/2020, 5:34 pm	27 minutes	11/17/2020, 10:47 pm <a href="#">View</a>

# Results

## 'Custom by Capsim' Simulation

- 45-minute, custom scenario to assess PMs at multiple levels
- Set directly in a fictionalized version of company
- Developed in under 3 months with I/O Psychologist and SMEs

## Outcomes

- **Highly relevant experience where learners can practically apply knowledge**
- **Instant data on the skills that matter most to the Program Manager role**
- **Now under consideration to be modified into a hiring tool**

# Inbox Simulations: In Summary



- Immersive learners in authentic, real-world experiences
- Accurately assess performance with empirical data
- Provide instantaneous and individualized feedback
- Create an action plan to develop skills needing improvement
- Repeat assessment to catalog longitudinal development

# Enterprise



## Instant access to the “Leadership Development Series”

- Business Management
- People Management
- Ethical Decision Making
- Time Management

## Access to the CapsimInbox Authoring Platform

Create your own Inbox Simulations

## Don't want to build? Consider 'Custom by Capsim'

We can partner to deliver a custom simulation in no time at all!

**Stay tuned for our Special Offer!**

# Special Offer: CapsimInbox Launchpad

- Custom proof of concept in a week
- Aligned directly to your needs
- Requires only 30-mins of your time
- Pilot with your team in just one week
- As easy as 1, 2, 3!

The screenshot displays the CapsimInbox Authoring Platform interface. The top navigation bar includes the logo, 'AUTHORING PLATFORM', and links for 'Help & Support' and 'Exit Project'. Below the navigation bar, the page title is 'General Management Demo'. On the left, a sidebar menu lists various sections: Skills, Scenario, Characters, Drive, Gadgets, **Inbox**, Report, and Administration. The main content area is divided into two panes. The left pane shows an inbox with a list of items, each with a circular profile picture and a three-dot menu icon. The items include: a 'Reference Letter Request' from Robert Ryerson (Financial Analyst), an email from Sandra Joss (Sr. Sales Manager) with the subject 'Fwd: Thanks to the UbiquiTools Team!', a 'ClimMate Video' from William Gretsch Jr. (Chief Marketing Officer), and a message from Mentor Mark (Mentor). The right pane shows a detailed view of the selected 'Reference Letter Request' from Robert Ryerson. The content of the letter reads: 'Reference Letter Request. I'm writing to ask if you'd serve as a reference for me. I realize this might be catching you off-guard, but I'm planning on leaving the company. It would be great if you could also write me a letter of recommendation that I can include in applications. You've always been very kind to me and you know what a hard worker I am, so I'm hoping you won't mind writing the letter on my behalf. My boss doesn't know yet, so please keep this confidential. Thanks in advance, Rob'. Below the letter content, there are three bullet points: 'Reply to Rob that you are delighted to serve as a reference for him.', 'Forward to Jordan (your admin) and ask her to draft the initial letter.', and 'Reply to set up a time to meet with Rob to explore why he is leaving the company before committing to writing him a letter.'. A note at the bottom of the response area states 'This response triggers: IM-1\_Mark.'. A 'FEEDBACK' button is located at the bottom left of the interface.

**Create your custom proof of concept today!**

# Special Offer: Custom Proof-of-Concept

## Step #1

### Needs Analysis

Schedule a call with Capsim to determine scope of your custom project.

## Step #2

### Delivery & Pilot

Within one week, you will receive a custom proof of concept to pilot internally.

## Step #3

### Debrief & Next Steps

Meet with Capsim to share feedback and discuss potential next steps.

# Thank you for your time!

## Interested in learning more?

- “[Test Drive](#)” any of our Inbox Simulations
- Custom Consultation on how we can assist
- Explore the CapsimInbox Authoring Platform

CapsimInbox Chat w/ Matt  
Meeting Link



Schedule a call to  
discuss:

- Proof of Concept
- 1-on-1 Demo



**CAPSIM** 

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LinkedIn QR:

