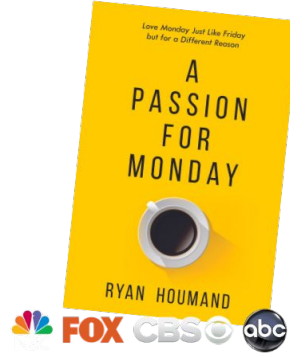




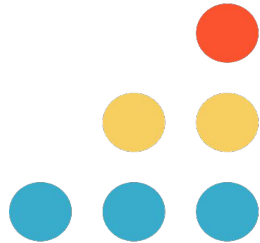
5 Reasons Skills Should Be Central to Your Talent Strategy

Ryan Houmand | Principal Learning Consultant - Bridge

“Who is this guy and why should I listen to him?”



“Everyone should love Monday just like Friday but for a different reason.”



BRIDGE



**What factors make
this a critical time for
YOUR organization?**

- 
- **Economic**
 - **Internal**
 - **Logistical**
 - **Geo-Political**
 - **Social/Political**

Session takeaways:

- **Skill-market fit & skill-organizational fit** and why both are critical.
- Setting **employees** up for success with **skills** for the business that employs them.
- **Avoiding the pitfalls** and mistakes many often make when deploying skills-based learning strategy.
- The **critical role leadership and managers** play as culture drivers and as an extension of HR.





80%

**of organizational skills will
have to be reprioritized or
revisited because of digital
business transformation by
2024** -Gartner



82%

**of executives see reskilling
as critical to business
success** -McKinsey Global Institute

**Top Reason
for Quitting
in 2022**

41%

**Lack of career development
and advancement**

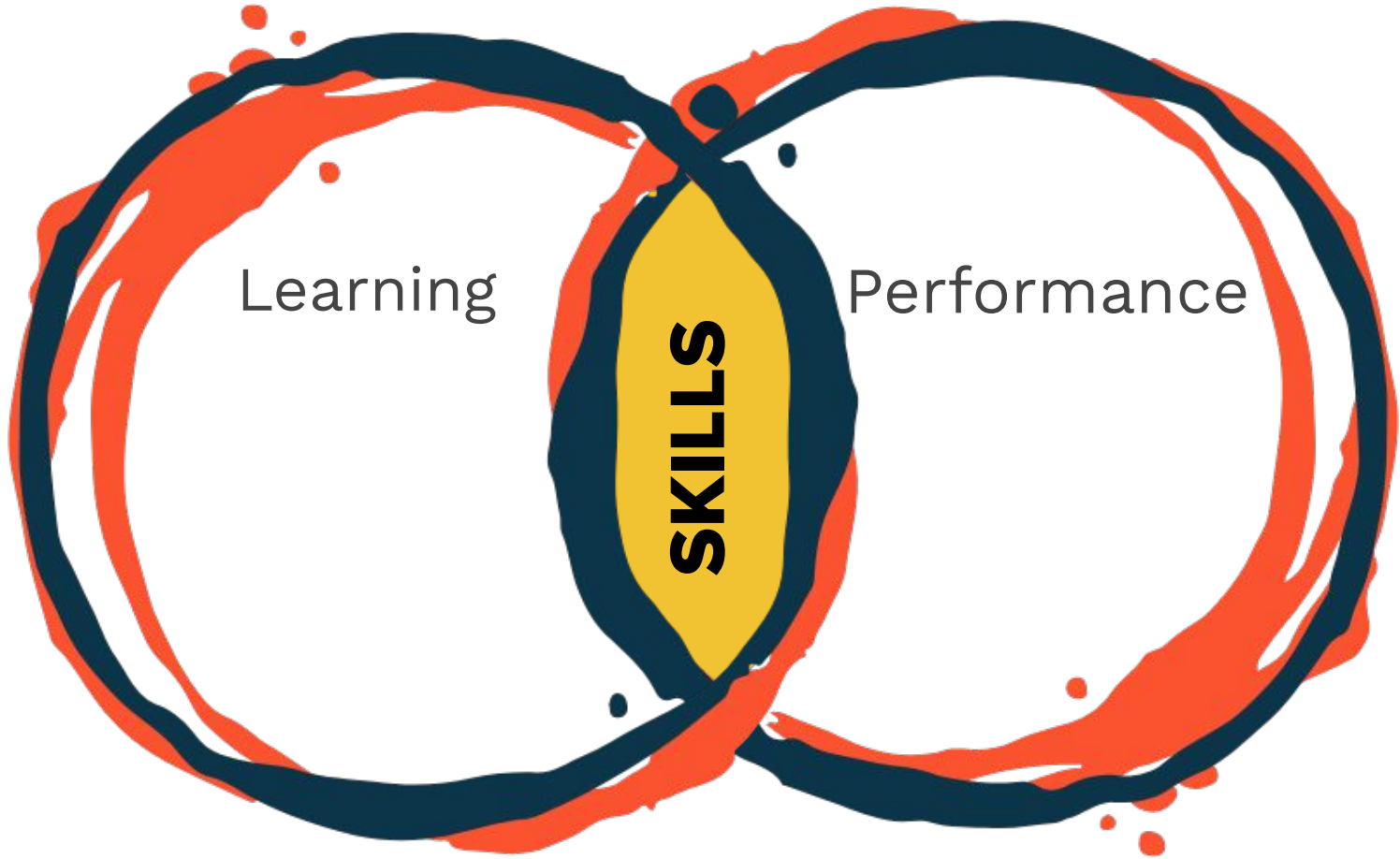
**Ahead of money, a bad boss,
and lack of meaningful work!**

McKinsey Global Report

A Venn diagram consisting of two overlapping circles. The left circle is labeled 'Learning' and the right circle is labeled 'Performance'. The circles are drawn with thick, dark blue lines and have a vibrant orange-red splatter effect around their perimeters. The intersection of the two circles is the central area where they overlap.

Learning

Performance



Learning

Performance

SKILLS

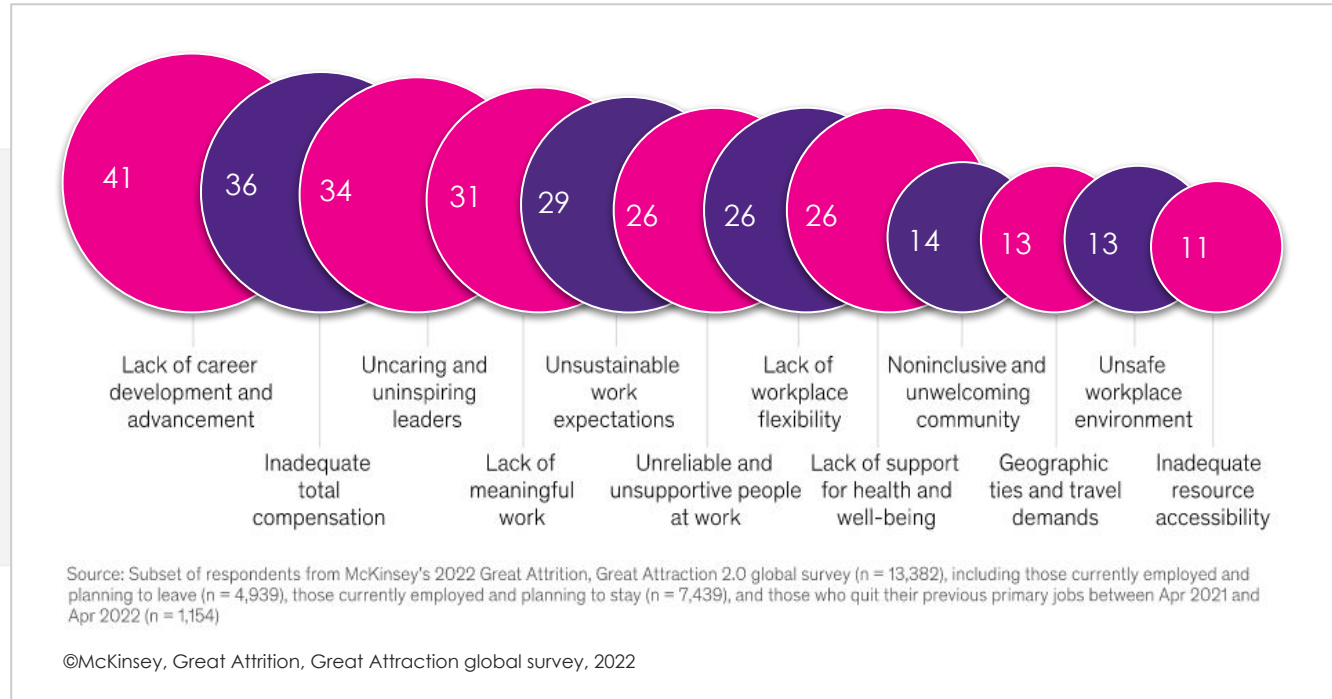


What's your biggest skills challenge?

People development is a priority because...

They choose whether to stay based on learning opportunities

Top reason for quitting in 2022:
Lack of career development and advancement



Common Issues with Training Effectiveness

- HR buys content BUT managers do not use it
- Managers & employee needs are not brought into the planning process

***“24 Minutes per week
to dedicate to Learning
/Development Courses”***

- Josh Bersin - 700+
Organizations studied

What's your skills strategy?

**Skills Acquisition
(Hiring & Recruiting)**

**Upskilling
(Same Role, New Skills)**

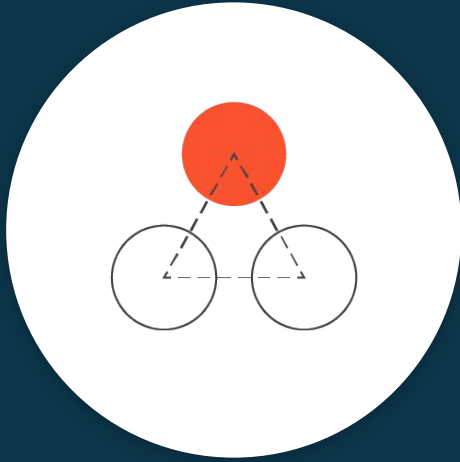
**Reskilling
(New Role, New Skills)**

The skills we want

The skills we need

The skills we have





33%

**of U.S. workers say
their current
company-provided
training doesn't meet
their expectations.**

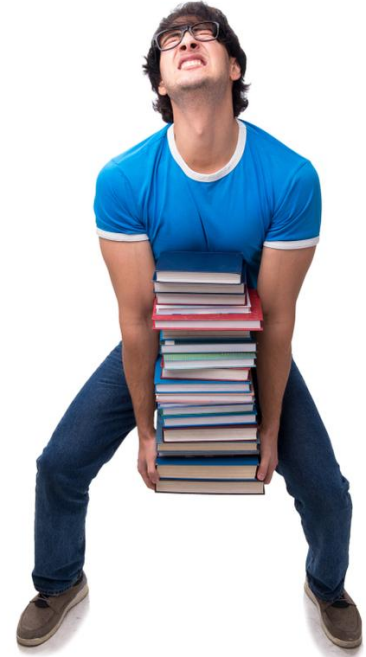
Forbes 2022

Skills Needs

Figuring out what skills you need for your industry

- Others have already done the work
- Leverage market data
- Someone else has already solved this

Examples: Lightcast/EMSI, Degreed, Workday, even LinkedIn



**Skill to
Org
Fit**

**Skills your employees
need to succeed in your
organization (and
beyond)**

**Skill to
Market
Fit**

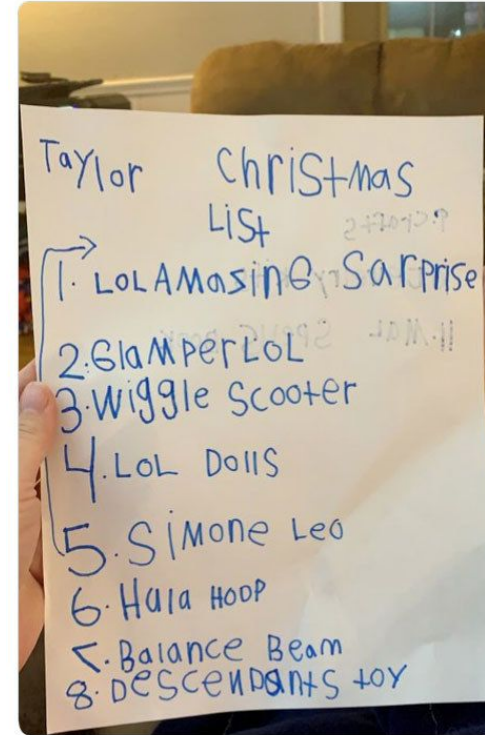
**Skills your company
needs to compete in
your market**

Skills Wants v. Skills Needs

“I want all the skills!”



My 5 years olds Christmas List.. she had to make sure the @Simone_Biles Leo was at the top of the list where it belonged when she realized order might matter 😂
@gkelite



1:18 PM · Sep 30, 2019 · Twitter for iPhone

Skills Wants



94%

**of employees say they'd
stay longer *IF* their
company invested in
their careers**



41%

**Top reason for quitting -
lack of career
development and
advancement**

What skills do you want?

What skills do you **want for your company**?

- New skills to support innovation
 - future planning???
 - strategy
 - Know what you want to start
- How do you solve for the job that nobody wants?
 - “There’s an ass for every seat”
 - Nobody wants a brown car, or do they?
 - There’s a skills set for every job
 - Housekeeper example from FBATR
 - Charlie jobs
- Solve this through recruiting for skills
 - transferable skills
 - teacher example
 - skills less the previous experience
 - account manager with someone who hasn’t done it, what skills do they have
 - skills you have to have v. skills we can teach quickly
 - you can teach an app, you can’t teach curiosity
 - What if econ factors dictate that you can’t hire? (question for the group)



What skills do your **employees want to develop**?

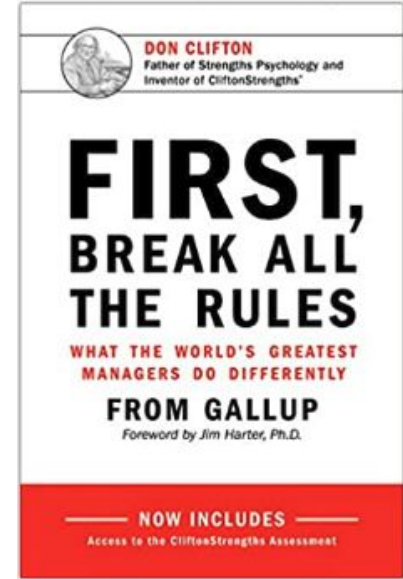
- McKinsey report - the 41% who leave because of lack of development
- Do you know the aspirations of your employees?
 - Career drivers
 - Skills assessments
 - 1on1s where career development is discussed

What skills do you want?

Company Wants/Needs

Employee Wants/Needs

Manager Wants/Needs



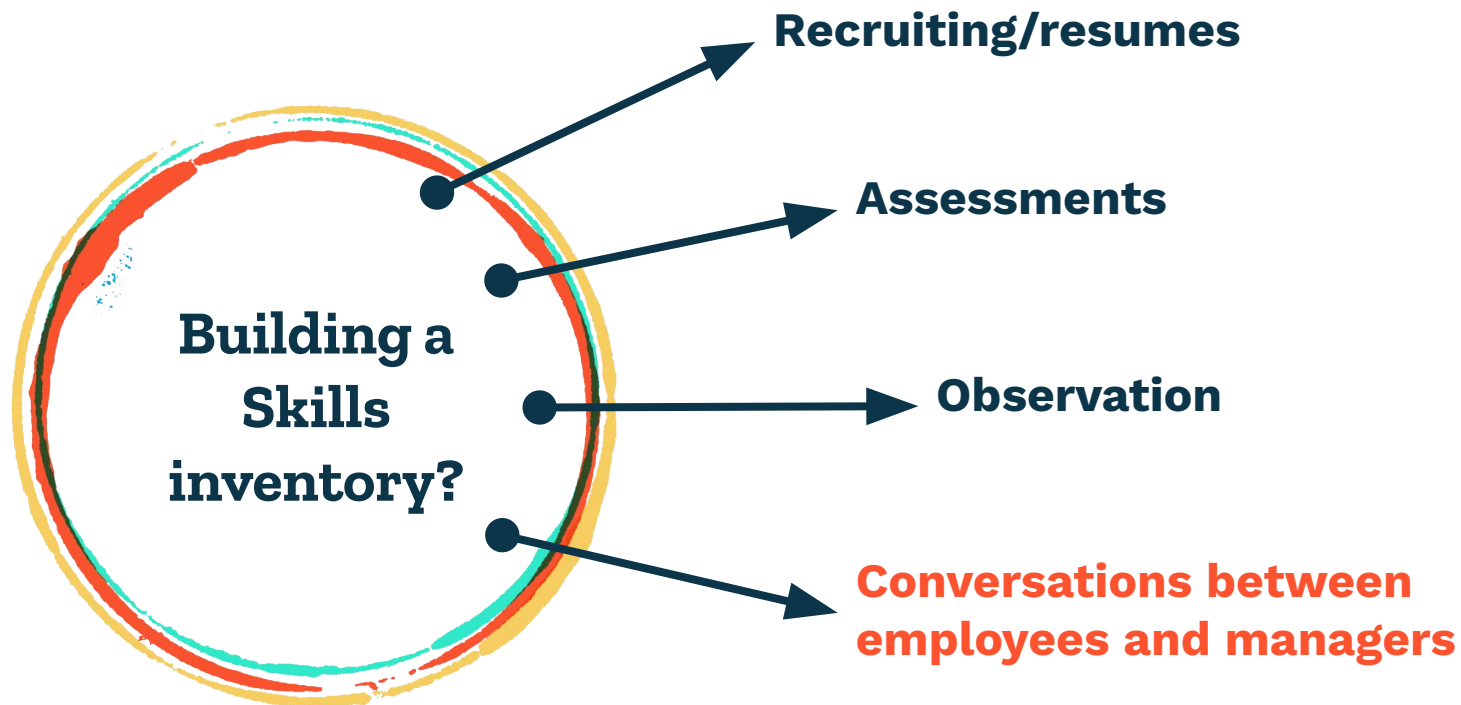
Skills Haves

Skills Inventory: Do you know what you've got?

- People have skills
- Do you know what those skills are?
- Do you have a way to catalogue those skills?
- Do you know what people do best?
- Do you have a measurement strategy?
- Do you know how to apply those skills?

**75% of all data
collected by
enterprises goes
unused.**

How do you know what skills you've got?



Don't remove people from the equation

AI + Assessments = Just a bunch of data

AI + Assessments + People = Useful Skills Inventory

How Managers can help build your skills inventory?



The 5 Reasons You Should Connect Skills with Performance

- 1 Alignment with Organizational Goals
- 2 Improved Employee Engagement
- 3 Enhanced Performance Management
- 4 Facilitates Career Development
- 5 Future-Proofing the Organization

Skills Plus Performance in Practice



Examples of system aids for managers and employees

Skill Feedback

How's my team doing?
Choose a skill to see where your team is being assessed

Project Management, Building Relationships, Promoting Diversity, Driving Customer Experience, Growth Mindset, Leading Others, Data Analysis, Presentation Skills, Establishing Trust, Influencing Others, Time Management, Customer Support, Managing Conflict, Organizational Skills

Low Mastery | High Mastery

2023 Compliance Training: Safety

5 steps

Timeline
Steps are completed in order. A new step is unlocked once it is available and when the prior step is completed. Complete all steps to complete the Journey.

AVAILABILITY

- Office Safety - Completed on May 21, 2023
- Quick Course - An Inlay Free Office - Completed on May 21, 2023
- Fire Extinguisher Basics - Completed on May 21, 2023
- Fundamental First Aid Training - Completed on May 21, 2023
- HSE - Preventing Workplace Harassment - Completed on May 21, 2023

JOURNEY

Jane & Kelly's Shared 1on1 Agenda

- Help with Prioritization
- Review Escalations
- Discuss your upcoming presentations
- How can I help you this week?

+ ADD AGENDA ITEM

Tasks

- Add new or existing tasks + ADD TASK ALL TASKS (7)

Kelly's Goals

- Add new or existing goals + ADD GOAL ALL GOALS (3)

Kelly's Achievements

- What do you want to celebrate? + ADD ACHIEVEMENT ALL (1)

COMPLETES 1ON1

Skill Coverage

Check your skill coverage
Choose team members and skills to see if your team is covered
Compare: CUSTOMER SERVICE REPRESENTATIVE I

Customer Service Representative I Core Job Skills

Select more skills

Skills: Billy, John, Tina

Skills: Data Analysis, Building Relationships, Time Management, Promoting Diversity, Project Management, Presentation Skills, Organizational Skills, Managing Conflict, Leading Others, Driving Customer Experience, Growth Mindset

Skill Mastery

Driving Customer Experience

Employees assessed with 4 high mastery

High Mastery (4)

- Driving Customer Experience
- Building Relationships
- Leading Others

Medium Mastery (3)

- Data Analysis
- Presentation Skills
- Time Management

Low Mastery (3)

- Setting Clear Expectations
- Availability
- Resilience

Performance + Skills in Bridge

The screenshot displays the 'Skill Feedback' interface in the Bridge system. On the left is a dark sidebar with navigation options: ME, TEAM, COMPANY, INSIGHTS, and ADMIN. Under 'MY TEAM', there are links for '1on1 Agendas', 'Group Agendas', 'Goals', and 'Skills' (which is highlighted). Below these are 'Engagement Surveys' and a list of team members: Holly Edwards, Tina Nichols, Billy Ray, Tom Jones, John Herring, and Kelly Freeman. At the top of the main content area, there are tabs for 'SKILL FEEDBACK' and 'SKILL COVERAGE'. The main heading is 'Skill Feedback' with an 'ASSESS SKILLS' button. Below this is the question 'How's my team doing?' and a prompt 'Choose a skill to see where your team is being assessed'. A grid of skill categories is shown, with 'Project Management' selected and highlighted in dark teal. Other skills include Building Relationships, Promoting Diversity, Driving Customer Experience, Growth Mindset, Leading Others, Data Analysis, Presentation Skills, Establishing Trust, Influencing Others, Time Management, Customer Support, Managing Conflict, and Organizational Skills. At the bottom, a horizontal mastery bar transitions from orange to green, with three team member icons placed along it to indicate their proficiency levels. The bar is labeled 'Low Mastery' on the left and 'High Mastery' on the right.

Performance + Skills in Bridge

SKILL FEEDBACK SKILL COVERAGE

Skill Coverage

ASSESS SKILLS

Check your skill coverage

Choose team members and skills to see if your team is covered
Compare: CUSTOMER SERVICE REPRESENTATIVE I

Select more skills

Customer Service Representative I
Core Job Skills

- Billy
- John
- Tina

Skill	Billy	John	Tina
Building Relationships	Low	High	High
Time Management	Low	Low	Low
Promoting Diversity	Low	Low	High
Project Management	Low	Low	Low
Presentation Skills	Low	Low	Low
Organizational Skills	Low	Low	Low
Managing Conflict	Low	Low	Low
Leading Others	Low	Low	Low
Growth Mindset	High	Low	Low
Driving Customer Experience	High	High	Low

Performance + Skills in Bridge

ME

TEAM

COMPANY

INSIGHTS

ADMIN

INSIGHTS

- Overview
- 1on1 Cadence
- Skill Mastery**
- Goal Performance
- Engagement Surveys
- Talent Review
- Performance Conversations

Skill Mastery

Skill Mastery In Your Organization

ALL MASTERY HIGH MASTERY

Driving Customer Experience

Employees assessed	4
Employees assessed with high mastery	4

[VIEW BREAKDOWN](#)

High Mastery
16 Skills

- Driving Customer Experience
- Building Relationships
- Leading Others

[See all high mastery >](#)

Moderate Mastery
23 Skills

- Data Analysis
- Presentation Skills
- Time Management

[See all moderate mastery >](#)

Low Mastery
11 Skills

- Setting Clear Expectations
- Adaptability
- Salesforce

[See all low mastery >](#)

BRIDGE

Skills Communities in Bridge

SKILL COMMUNITY

Time Management

0 People

Willing to help with this skill



YOU'RE WILLING TO HELP

REMOVE



Billy Ray

Customer Service
Representative I / Ban...



Tom Jones

Customer Service
Representative II / Ban...



Gergely Hasko

Director of Sales
Enablement / Sales

Wanting to develop this skill

I ALSO WANT THIS SKILL



Holly Edwards

SVP Customer
Experience / Banking ...



Tina Nichols

Customer Service
Representative I / Cust...



Kelly Freeman

Customer Service
Representative II / Ban...



Dan Brown

Chief Revenue Officer /
Sales



Charles Steinberg





Chief Marketing Officer /
Marketing



One on Ones


The changes you make will be visible to Kelly right away.

▼ Jane & Kelly's Shared 1on1 Agenda


-  Help with Prioritization
-  Review Escalations
-  Discuss your upcoming presentations
-  How can I help you this week?

[+ ADD AGENDA ITEM](#)


▼ Tasks

 Add new or existing tasks [+ ADD TASK](#) [ALL TASKS \(7\)](#)

▼ Kelly's Goals


 Add new or existing goals [+ ADD GOAL](#) [ALL GOALS \(5\)](#)

▼ Kelly's Achievements


 What do you want to celebrate? [+ ADD ACHIEVEMENT](#) [ALL \(1\)](#)

[COMPLETE 1ON1](#) ⓘ


▼ Tasks

 Add new or existing tasks [+ ADD TASK](#) [ALL TASKS \(7\)](#)

▼ Kelly's Goals

 Add new or existing goals [+ ADD GOAL](#) [ALL GOALS \(5\)](#)

▼ Kelly's Achievements

 What do you want to celebrate? [+ ADD ACHIEVEMENT](#) [ALL \(1\)](#)

[COMPLETE 1ON1](#) ⓘ

Performance Conversations



Jane Fields

Director, Customer Service

2023 Performance Conversation (Free Conversation)

May 15, 2023 - June 30, 2023

EMPLOYEE	SELF REVIEW	MANAGER REVIEW	PERFORMANCE CONVERSATION
My Review	✓ DONE	✓ Done	✓ DONE
MY TEAM			
Billy Ray	Missed	✓ DONE	▲ RESUME
Kelly Freeman	▲ Not Started	✓ DONE	▲ START
Tina Nichols	▲ Not Started	✓ DONE	▲ START
Tom Jones	✓ DONE	✓ DONE	✓ DONE

Performance Conversations



Jane & Billy's performance conversation

COMPLETE CONVERSATION



✓ Saved

The changes you make will be visible to Billy right away.



Billy's performance conversation

May 15, 2023 - Jun 30, 2023

> Wins

> Plan

> Other

Performance Conversations

Jane & Billy's performance conversation

COMPLETE CONVERSATION

The changes you make will be visible to Billy right away.

Billy's performance conversation
May 15, 2023 - Jun 30, 2023

- > Wins
- > Plan
- > Other

Skill Feedback (2)



Building Relationships



Driving Customer Experience



ALL RESULTS (6)

Talent Review

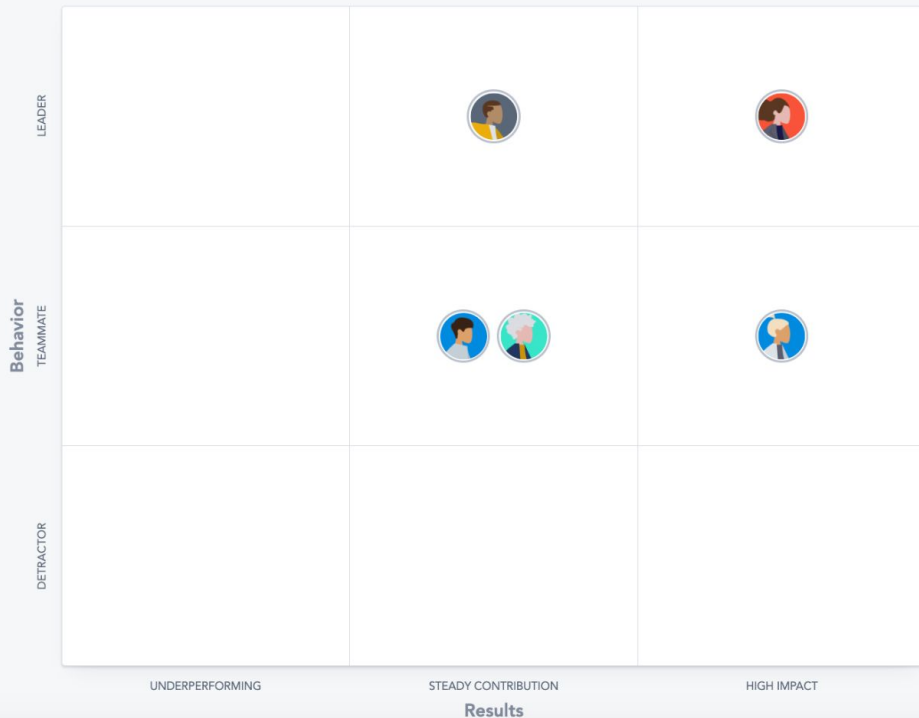
Current open cycle:

May 19, 2023

EXPORT CSV

SEARCH FOR PEOPLE

9 Box (Highest)



UPPER RIGHT (1)



Kelly Freeman

Customer Service Representative II

Difficult to replace

Promotable now



UPPER CENTER (1)



Billy Ray

Customer Service Representative I

Key role

Promotable in the next 12 months



MIDDLE RIGHT (1)



Tina Nichols

Customer Service Representative I

Key role



Talent Review

Current open cycle:
 May 19, 2023 [EXPORT CSV](#)

SEARCH FOR PEOPLE [📦 9 Box \(Highest\)](#)

UPPER RIGHT (1)

Kelly Freeman
 Customer Service Representative II
 Difficult to replace
 Promotable now

LEADER

BEHAVIOR TRAITS

DEFECTOR

UNDERPERFORMING

INSIGHTS

ME

TEAM

COMPANY

INSIGHTS

ADMIN

Overview

1on1 Cadence

Skill Mastery

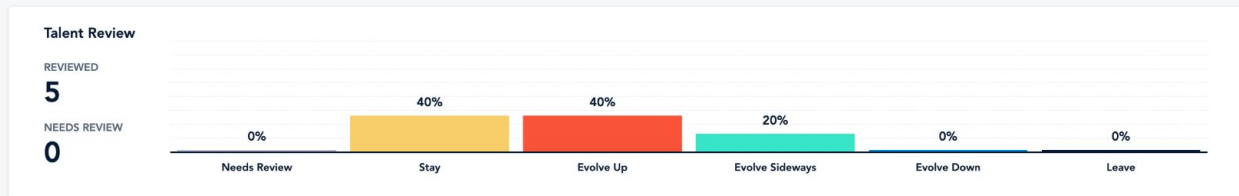
Goal Performance

Engagement Surveys

Talent Review

Performance Conversations

Started on:
 April 23, 2023 [EXPORT CSV](#)



SEARCH

Category	Count	POSITION	MANAGER NAME	REVIEW RESULT
NEEDS REVIEW	(0)			
STAY	(2)			
EVOLVE UP	(2)			
EVOLVE SIDeways	(1)			
EVOLVE DOWN	(0)			
LEAVE	(0)			

Development Plans in Bridge

The screenshot displays the Bridge interface for a user with the role of Director in Customer Service. The interface is organized into three main columns, each representing a different development plan. Each plan includes a title, a progress indicator, a success statement, and a list of courses or goals.

User Profile: Director, Customer Service

Plan 1: Presentation Skills (Since June 2023)

- You've succeeded when: I feel more comfortable presenting to senior leadership and I am asked to present more frequently
- 0 of 4 COMPLETED
- Dynamic Delivery: Engage & Entertain Your Audience** (COURSE / 27 MINS) - CONTINUE COURSE
- Public Speaking: Confidence is Key** (COURSE / 15 MINS) - CONTINUE COURSE
- Give at least one company-wide presentation in May** (GOAL / DEC 31, 2023) - COMPLETE
- Become more confident presenting

Plan 2: Data Analysis (Since June 2023)

- You've succeeded when: I'm able to make data driven decisions independently
- 0 of 4 COMPLETED
- Data Visualization: Creating Compelling Charts** (COURSE / 25 MINS) - START COURSE
- Data Analysis for Customer Service Professionals** (COURSE / 0 MINS) - CONTINUE COURSE
- Drive actionable insights from annual customer satisfaction report** (GOAL / DEC 31, 2023) - COMPLETE

Plan 3: leadership (Since June 2023)

- You've succeeded when: My team views me as a strong leader and all of my team members are improving their performance
- 0 of 6 COMPLETED
- Emotional Intelligence for Effective Leadership** (COURSE / 45 MINS) - START COURSE
- Transformational Leadership: Unlocking the Potential of Your Team** (COURSE / 0 MINS) - START COURSE
- Discovering your Leadership Style** (COURSE / 40 MINS) - START COURSE

Alignment with Organizational Goals

- Skills are the foundation of employee performance
- Build competencies to achieve organizational goals.
- Align skills with strategic objectives

Improved Employee Engagement

- Connecting skills to performance, drives engagement and motivation
- Linking skills development to performance, creates purpose and enables employees to see how their efforts contribute to the success of the organization.

Enhanced Performance Management

- Provides a structured framework for performance management.
- Measure performance based on specific skills and competencies required for each role
- Provide targeted feedback
- Identify skill gaps
- Design relevant development plans for employees

Facilitates Career Development

- Employees are encouraged to develop and acquire new skills that are valuable to their roles and career advancement.
- Create a culture of continuous learning
- Provide a clear path for employees to enhance their performance and progress in their careers.

Future-Proofing the Organization

- Ensure that your organization remains agile and adaptable.
- Identify emerging skill requirements
- Proactively develop talent to meet future challenges, thereby future-proofing your organization.

What's your skills strategy?



Skills Acquisition
(Hiring & Recruiting)

Upskilling
(Same Role, New Skills)

Reskilling
(New Role, New Skills)

Recap:

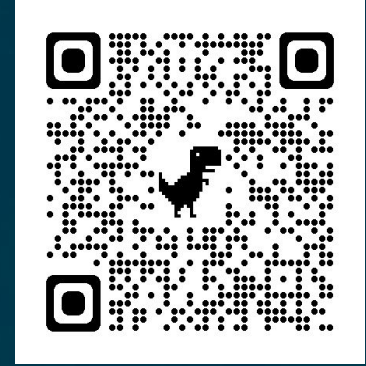
- **Skill-market fit & skill-organizational fit** are both critical.
- Your organization can set **employees** up for success with **skills** you need and they want.
- Be proactive to **avoid the pitfalls** and mistakes made when deploying skills-based learning strategy.
- Leadership and **managers play a critical role** as culture drivers and as an extension of L&D.





... BRIDGE

THANK YOU

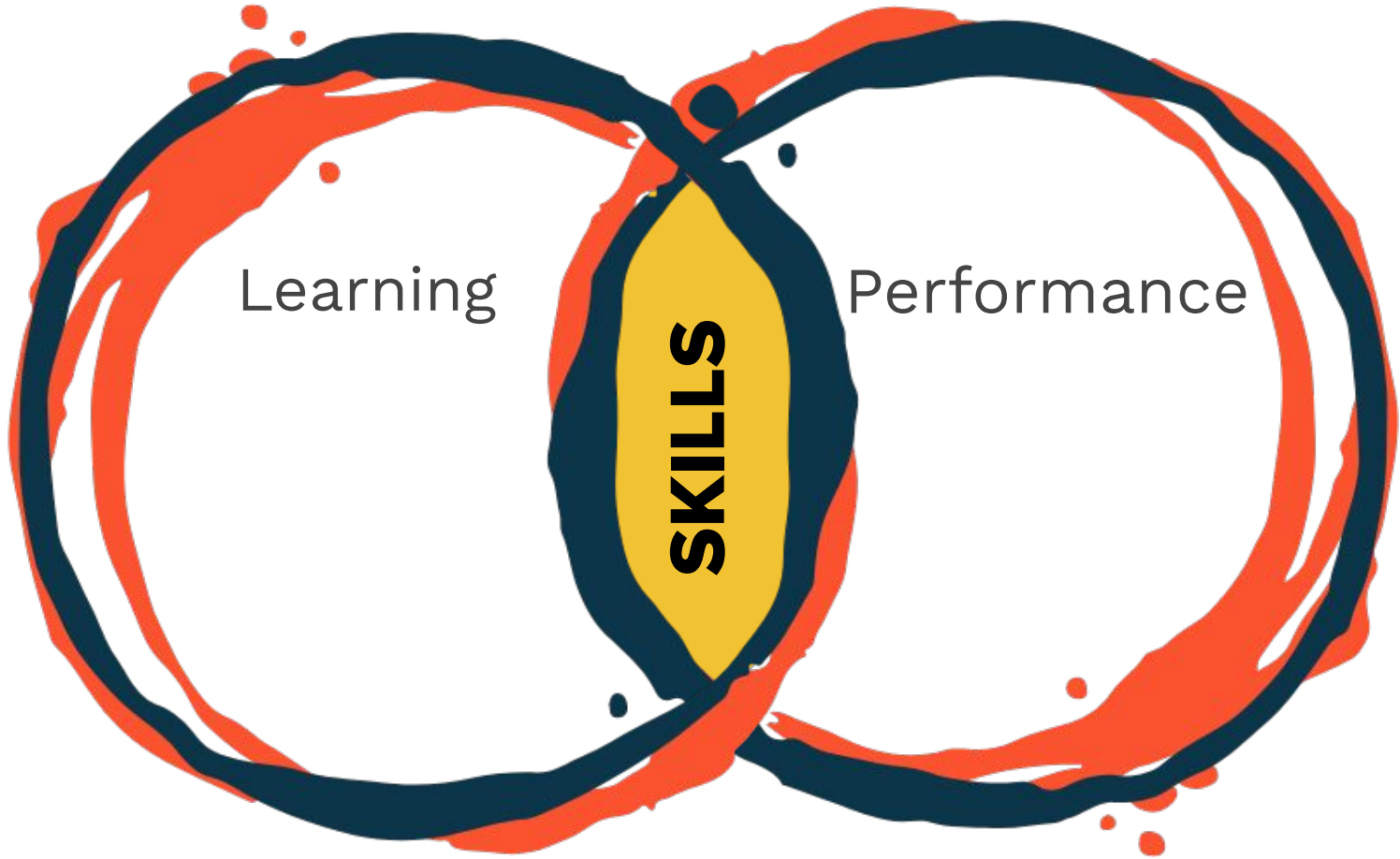


BRIDGE

A Venn diagram consisting of two overlapping circles. The left circle is labeled 'Learning' and the right circle is labeled 'Performance'. The circles are drawn with thick, hand-painted lines in dark blue and orange. The background is white with some orange splatters around the circles.

Learning

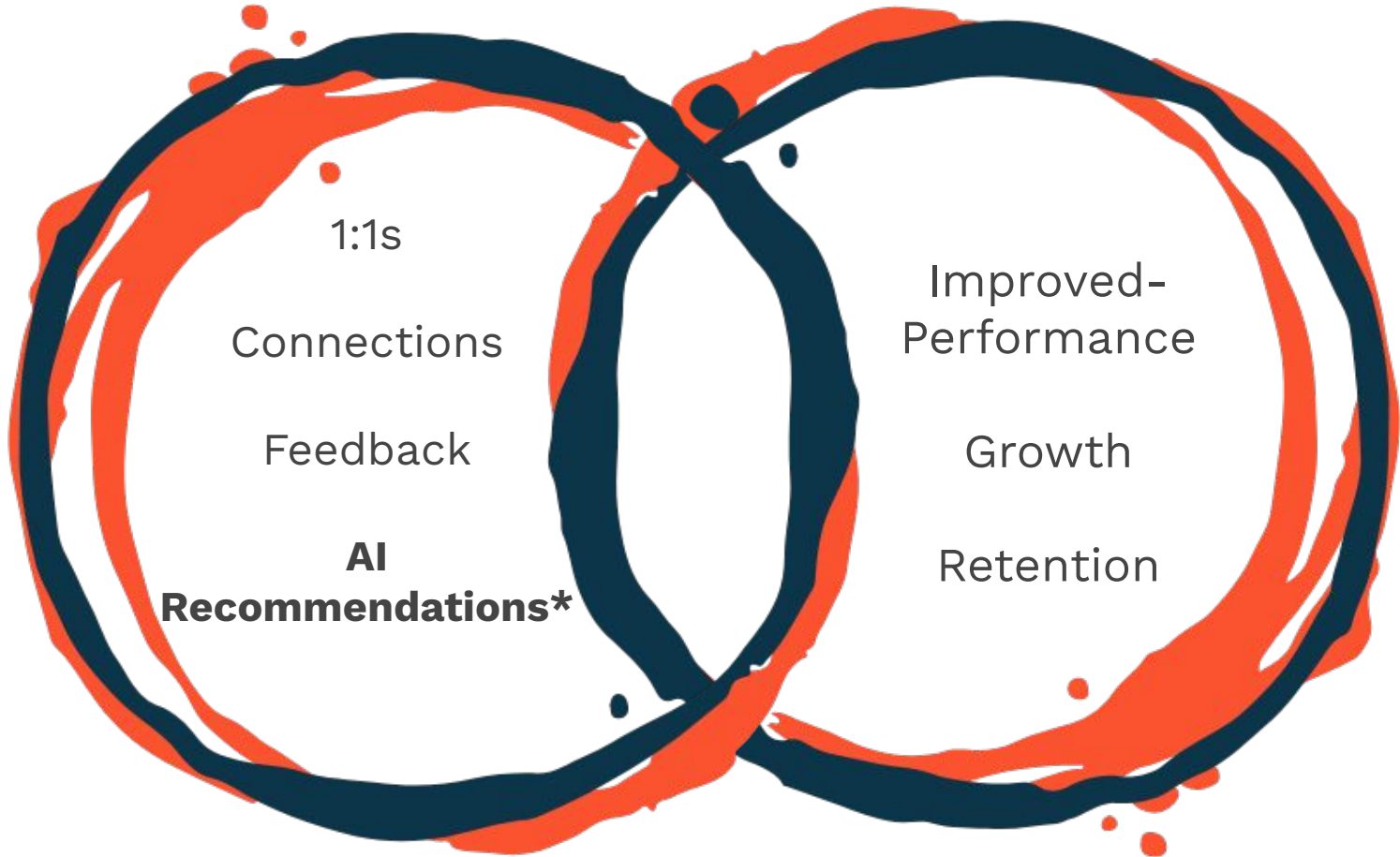
Performance



Learning

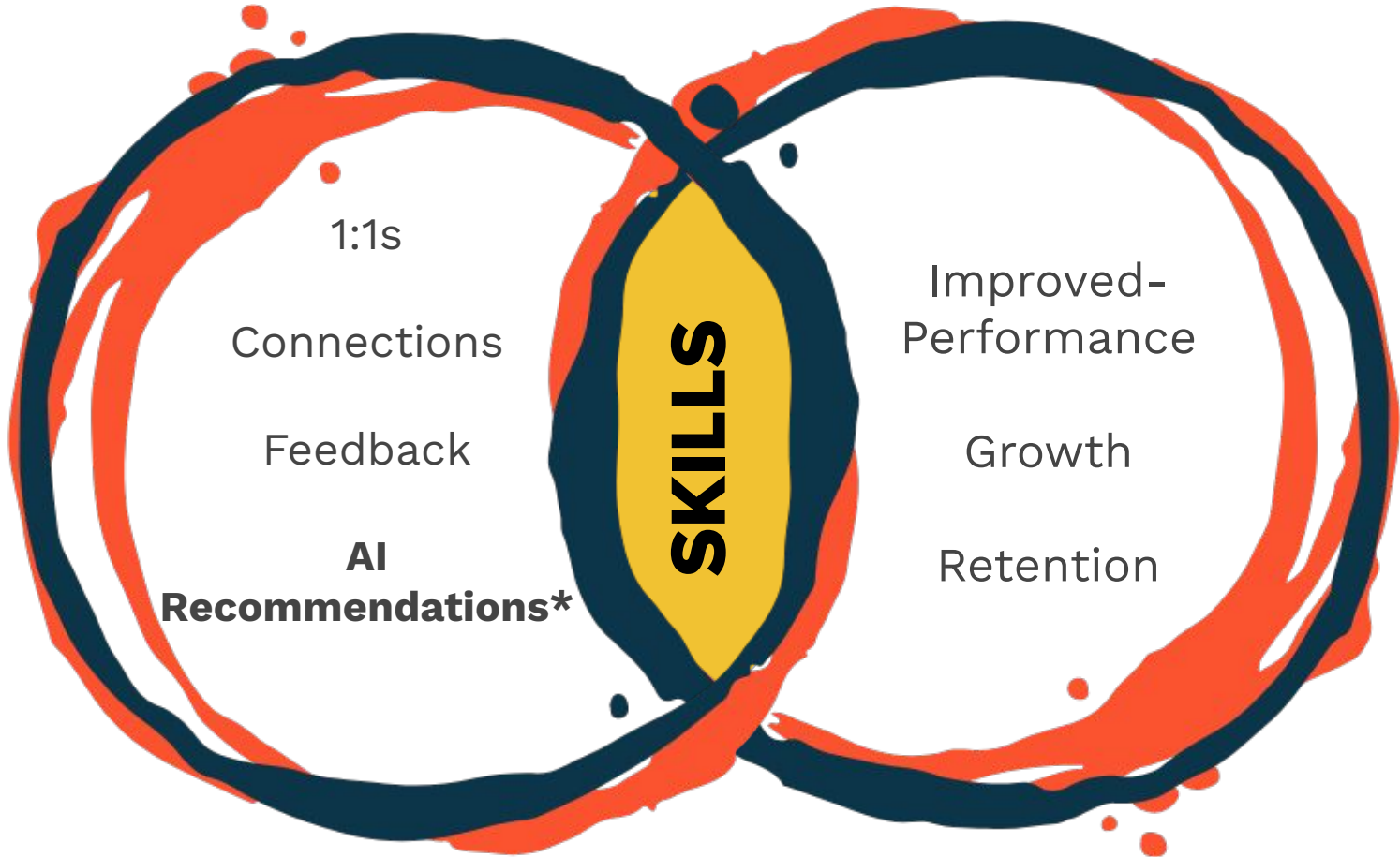
Performance

SKILLS



1:1s
Connections
Feedback
**AI
Recommendations***

Improved-
Performance
Growth
Retention



**AI
Recommendations***

SKILLS

Retention

Growth

Improved-
Performance

1:1s

Connections

Feedback

resources

What is data waste, and why does it happen?

Fundamentally, data waste means missing an opportunity to get value from data or paying too much to acquire, store, and use data. In large-scale systems, data waste comes in many forms. Some are surprising, most are expensive, and almost all are avoidable.

source: CIO.com

<https://www.cio.com/article/307487/5-types-of-costly-data-waste-and-how-to-avoid-them.html>

source:

<https://www.hpe.com/us/en/insights/articles/start-making-sense-building-modern-data-platforms-2103.html>

Evaluate Your Needs

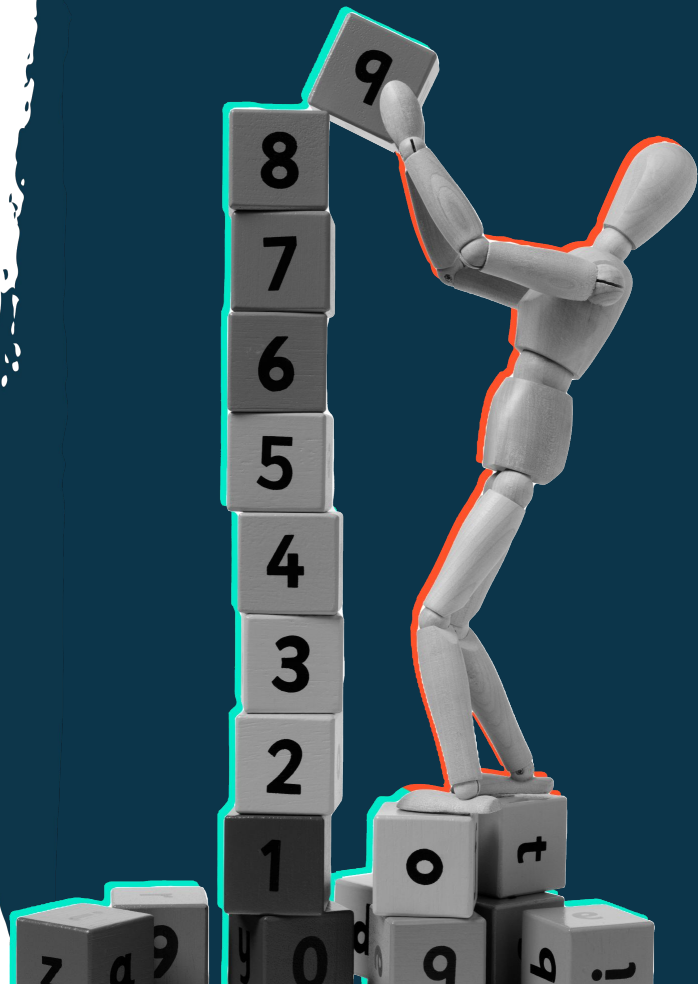
How Unique Is The Content?	Unique	Co-Develop / Outsource	Develop In-House
	Generic	Buy	Buy
		Limited	Many
What Resources Do You Have In House?			

Your jobs aren't unique

Perfect fit for off-the-shelf content

- Liability – you need to get it right
- Quick to market
- Ideal when you have a lack of subject matter expertise

Use Compliance Training as a Culture Building Activity



Common Issues with Training Effectiveness

- HR buys content BUT managers do not use it
- Managers & employee needs are not brought into the planning process

***“24 Minutes per week
to dedicate to Learning
/Development Courses”***

- Josh Bersin - 700+
Organizations studied

**“Training?
Yeah, I really don’t care.
I have a business to run.”**

Manager’s Mindset

What It (Typically) Is

Get the work done! Managers think training is **somebody else’s department**

Path to Engagement

What It Should Be

Engage your teams so they get the work done and enjoy doing it

*“I have the tools and equipment **(including training)** to do my job right.”*

Key Takeaways

- Learning is a collaborative process shared by the **ENTIRE** organization
- Ask managers what they need
- Make them a part of the process
- Give them content that will get them excited
- Make development plans personalized & a positive

“82%

***of executives see
reskilling as critical
to business success”***

- McKinsey Global Institute