BRIDGE

5 Reasons Skills Should Be Central to Your Talent Strategy

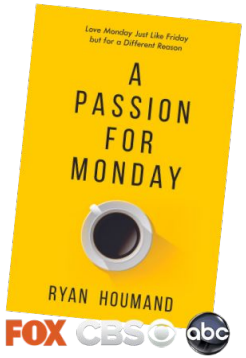
Ryan Houmand | Principal Learning Consultant - Bridge

Part of Learning Technologies Group plc ltg

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

ADP

THE HOME DEPOT



FOX CBS abc

“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.

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

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

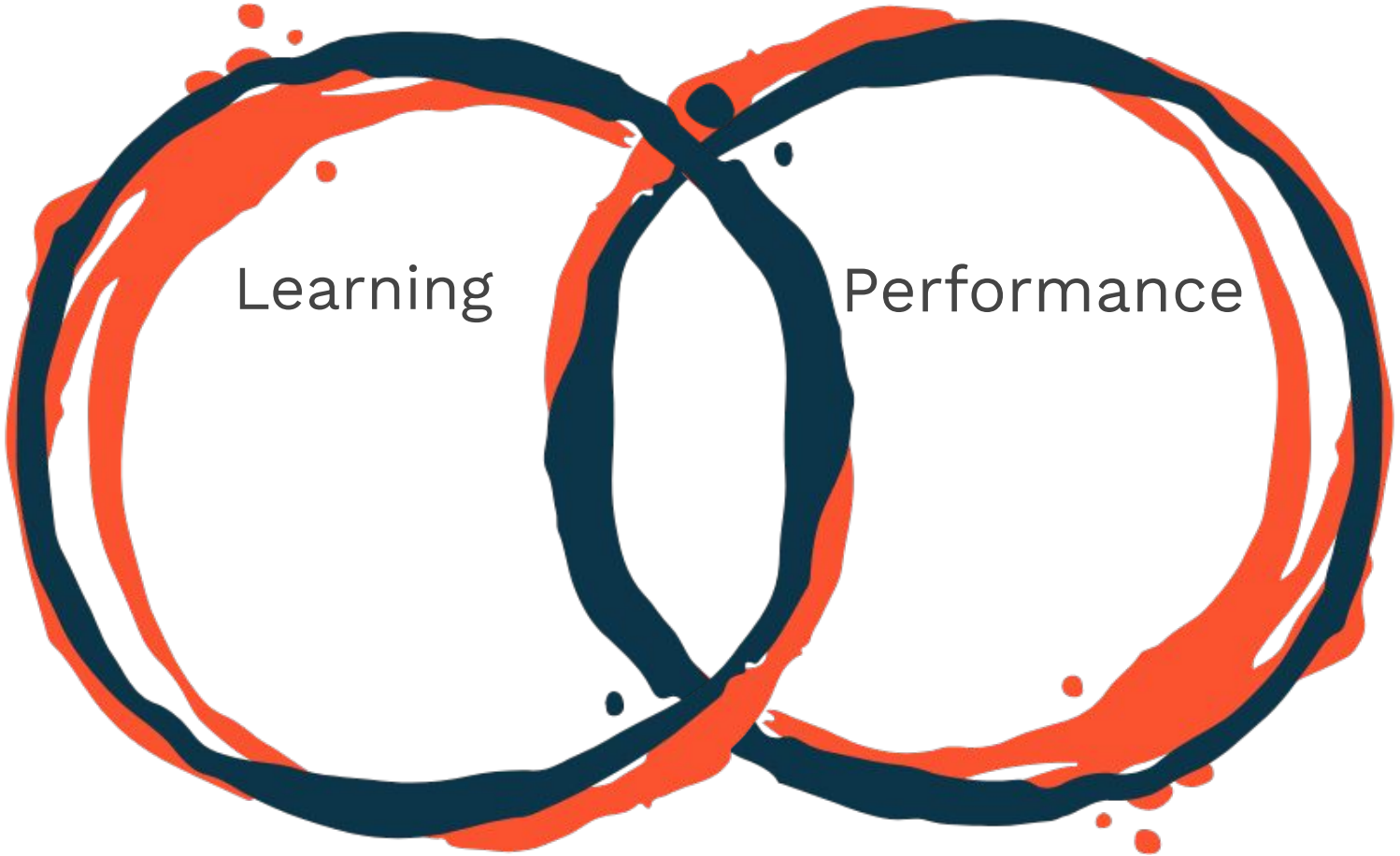
Top Reason for Quitting in 2022

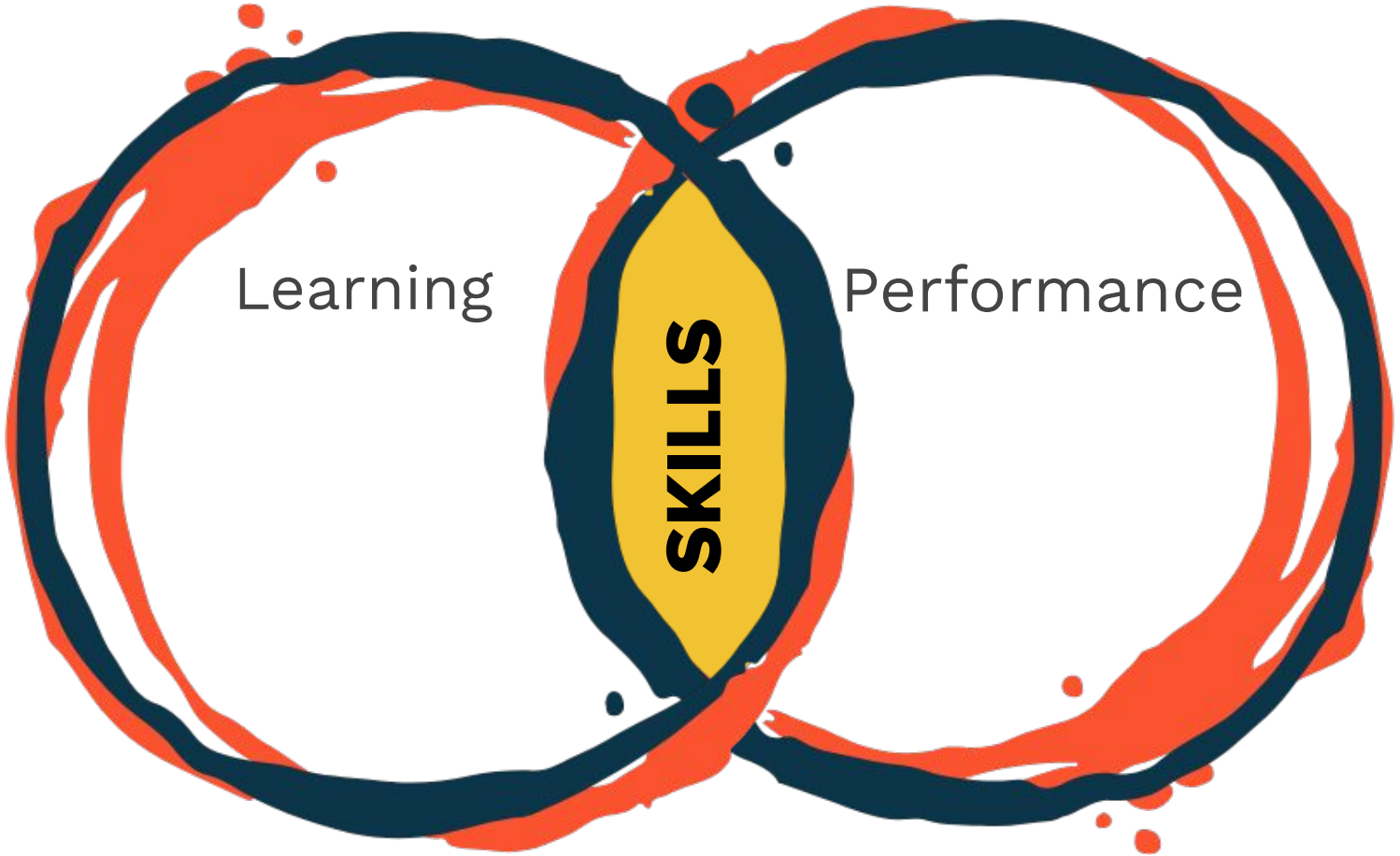
41%

Lack of career development and advancement

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

McKinsey Global Report


Learning
Performance

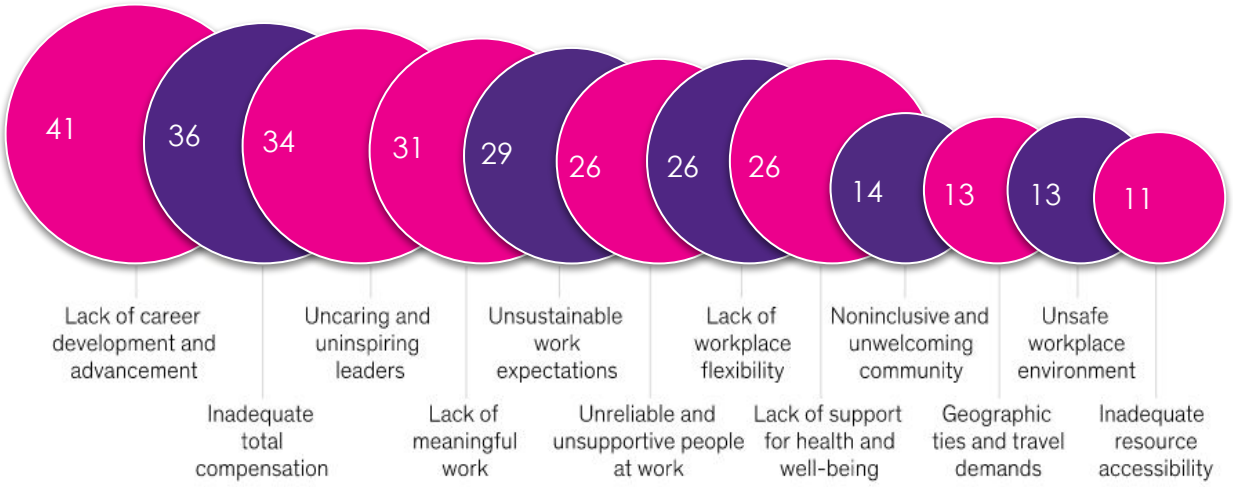

Learning
SKILLS
Performance

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



Source: Subset of respondents from McKinsey's 2022 Great Attrition, Great Attraction 2.0 global survey (n = 13,382), including those currently employed and planning to leave (n = 4,939), those currently employed and planning to stay (n = 7,439), and those who quit their previous primary jobs between Apr 2021 and Apr 2022 (n = 1,154)

©McKinsey, Great Attrition, Great Attraction global survey, 2022

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 "

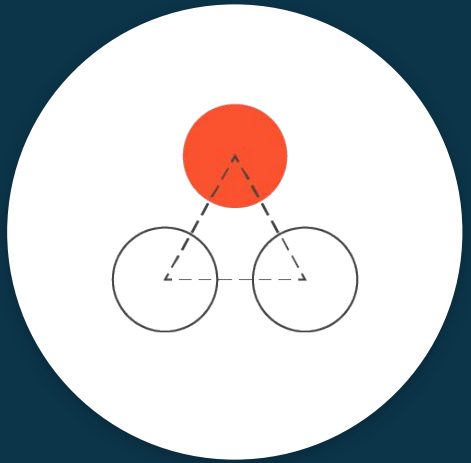
- Josh Bersin - 700+ Organizations studied

What's your skills strategy?

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.

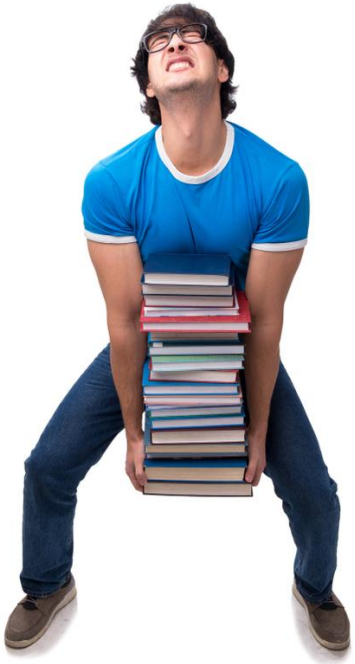
Forbes 2022

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

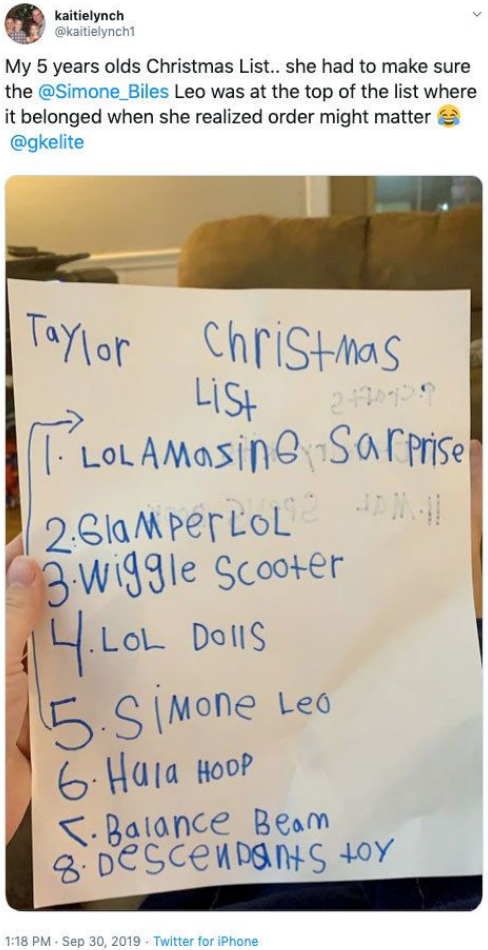


Skills your employees need to succeed in your organization (and beyond)

Skills your company needs to compete in your market

Skills Wants v. Skills Needs

“I want all the skills!”



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, l
        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**?

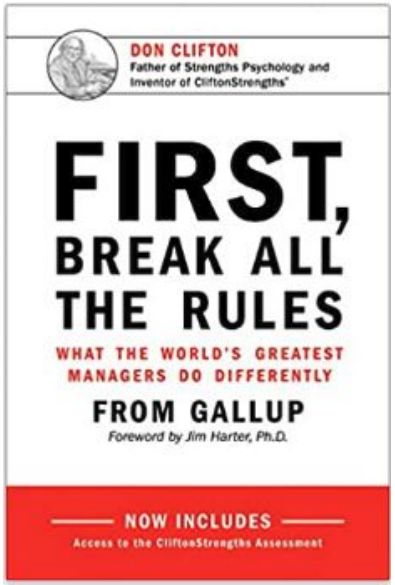
- McKinsey report - the 41% who leave because of lack of development
- Do you know the aspirations of your employees?
  - Career drivers
  - Skills assessments
  - 1on1s where career development is discussed

What skills do you want?

Company Wants/Needs

Employee Wants/Needs

Manager Wants/Needs



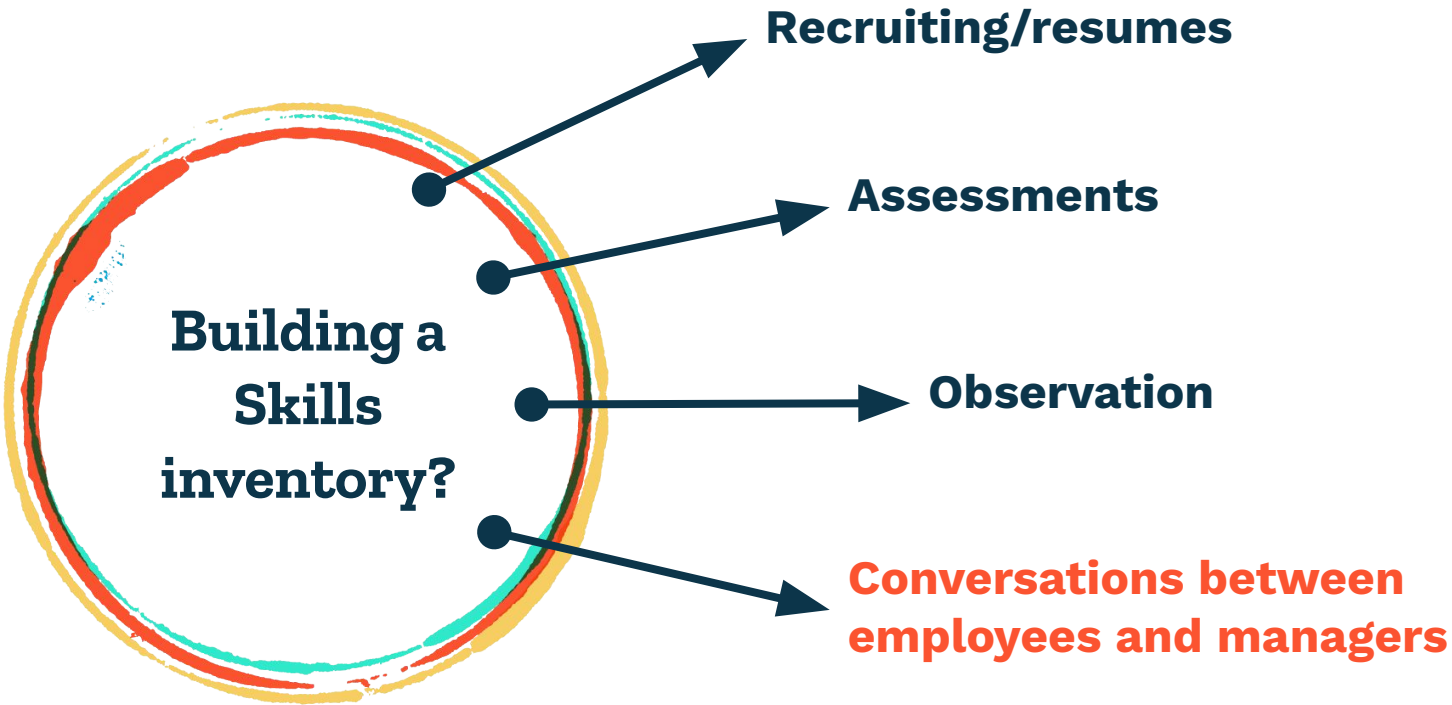
Skills Haves

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?

Career Drivers

Performance & Growth Conversations

Talent Reviews

Recruiting and Hiring

One on Ones

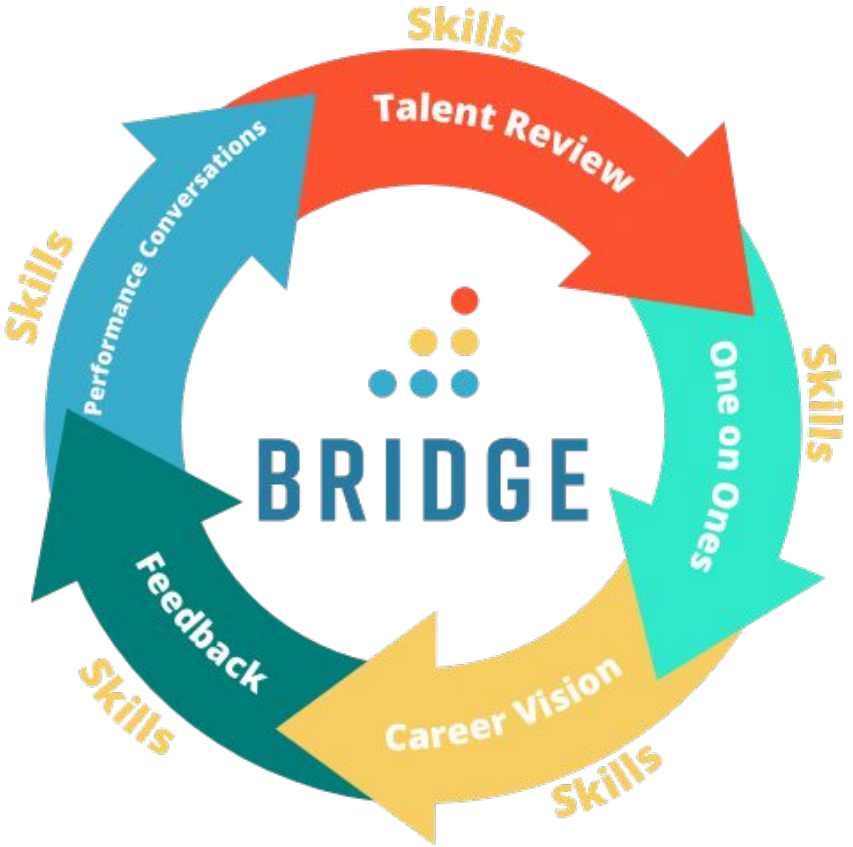
Observation & Recognition

360° Skills Reviews

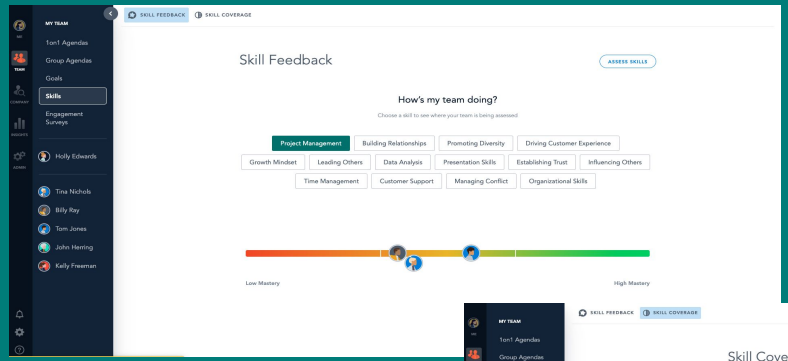
The 5 Reasons You Should Connect Skills with Performance

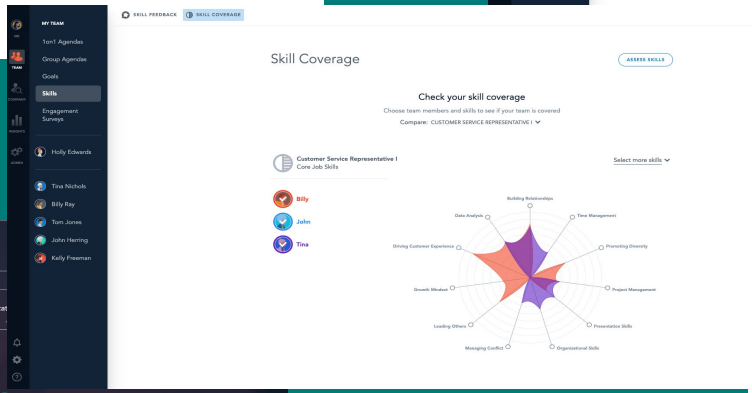
1. Alignment with Organizational Goals
2. Improved Employee Engagement
3. Enhanced Performance Management
4. Facilitates Career Development
5. Future-Proofing the Organization

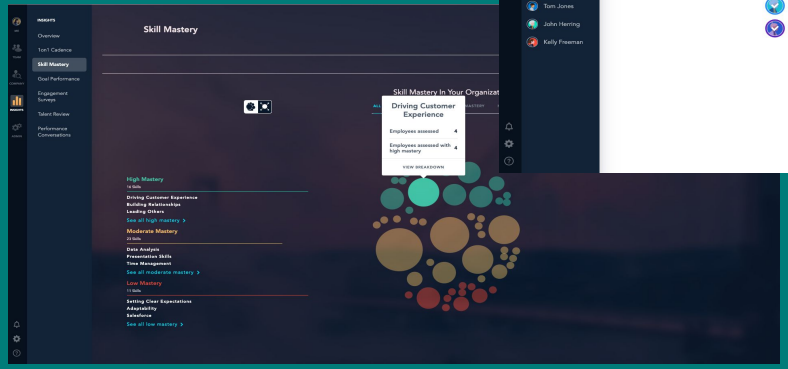
Skills Plus Performance in Practice

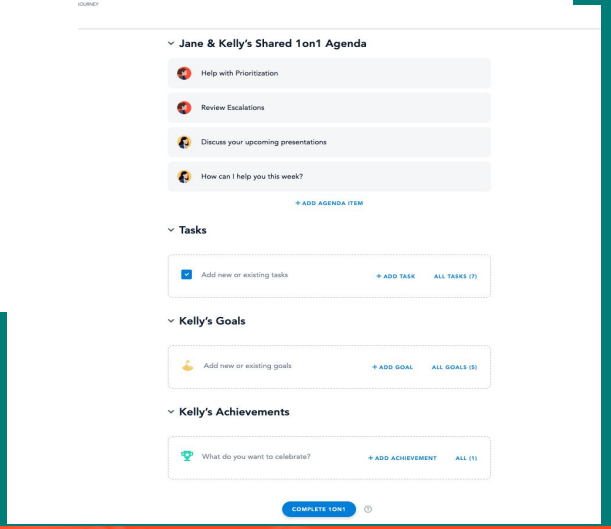


Examples of system aids for managers and employees

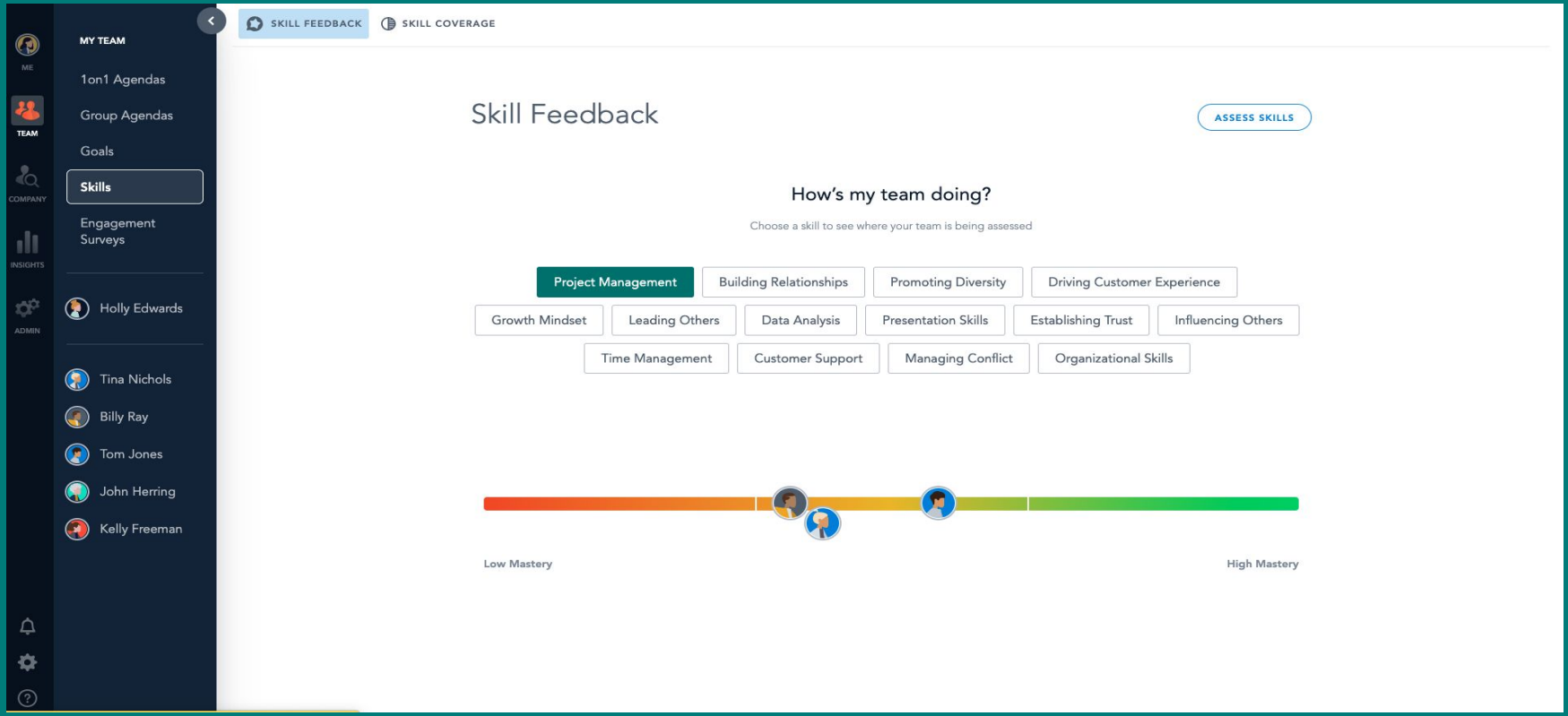








Performance + Skills in Bridge



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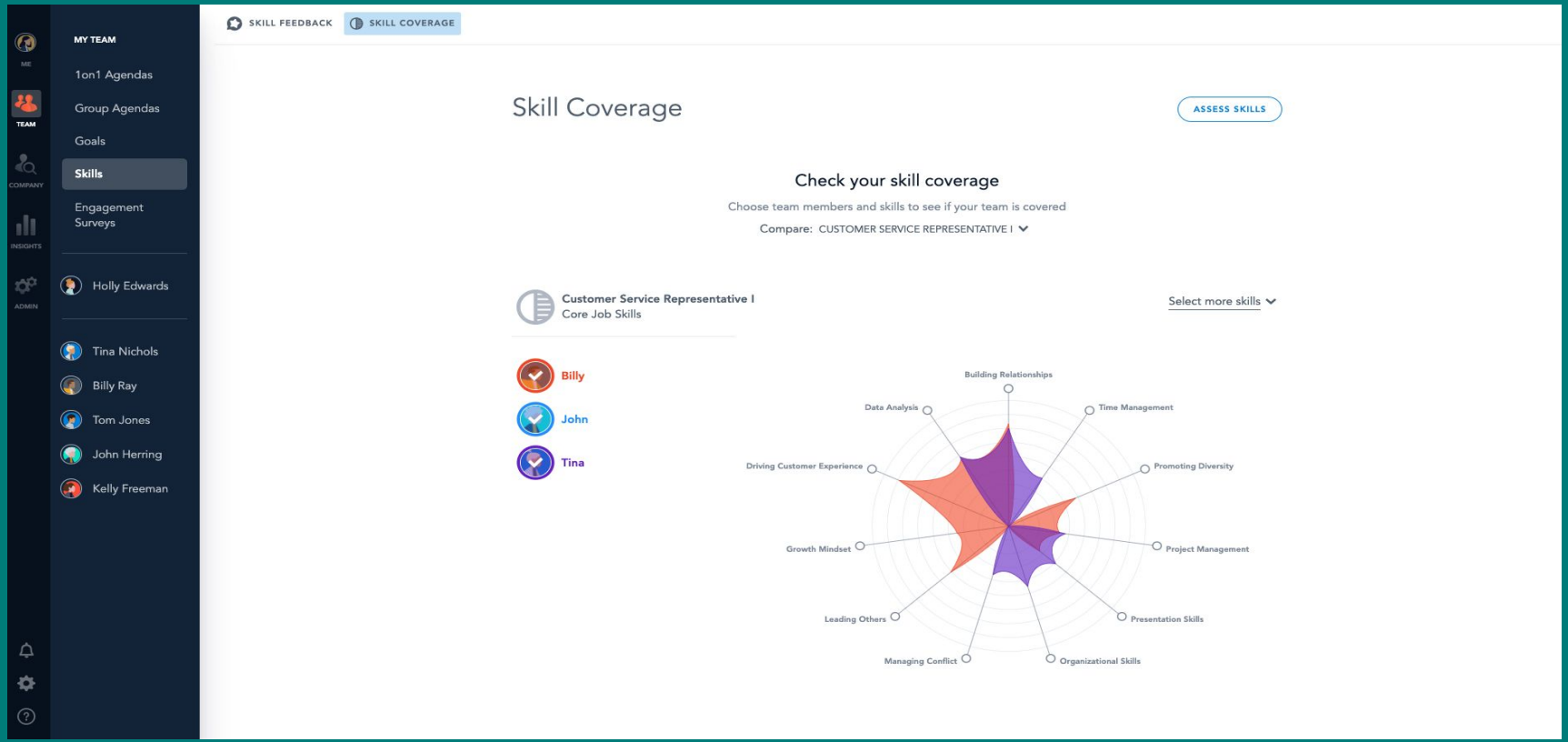

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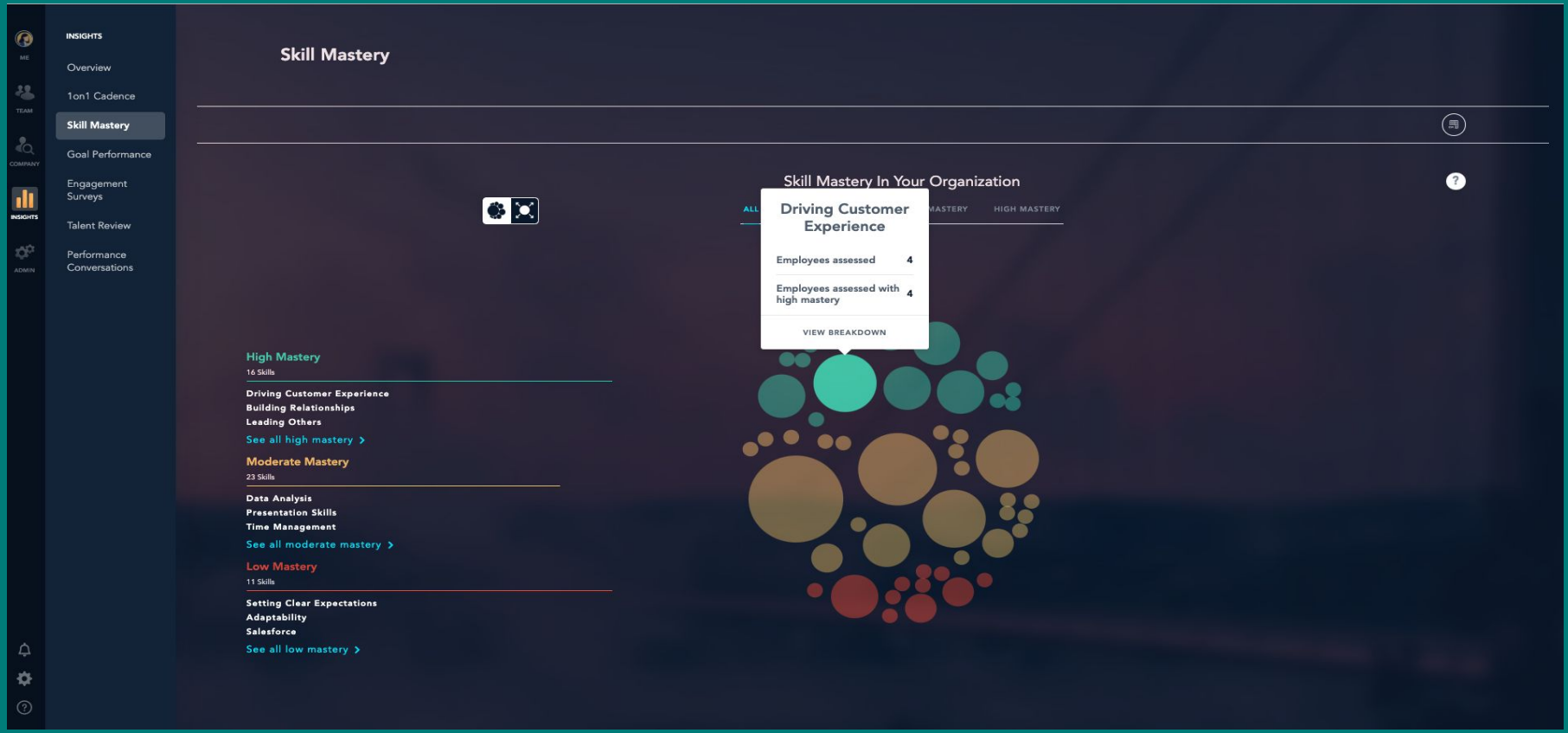
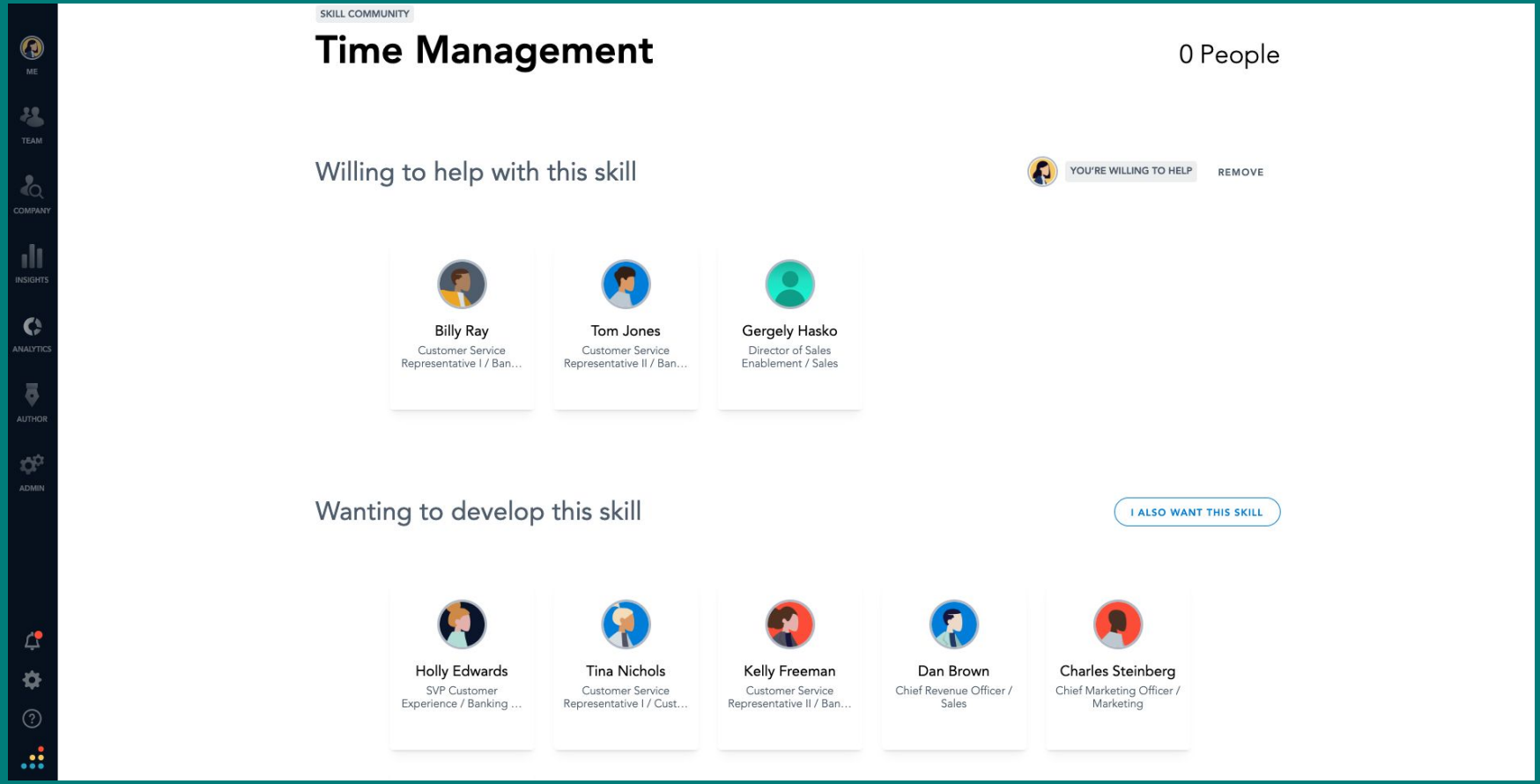
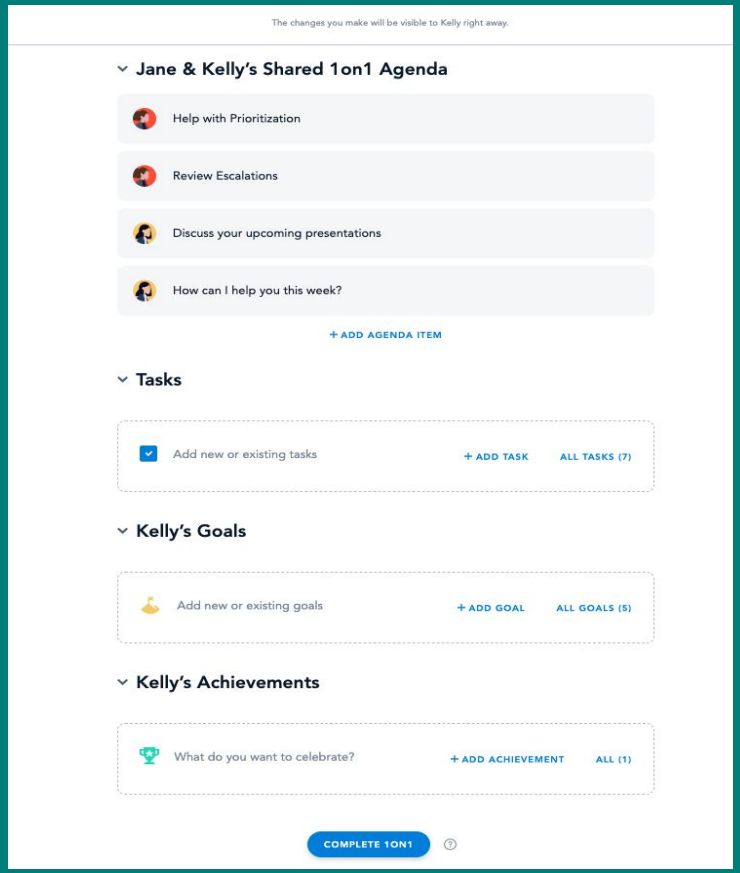
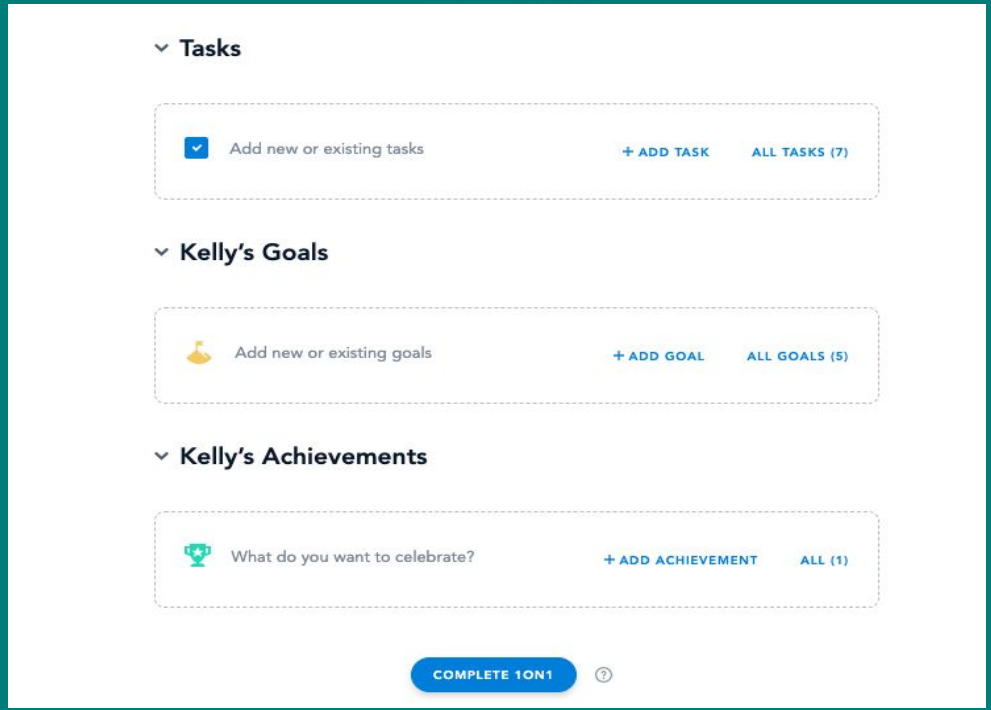


Skills Communities in Bridge



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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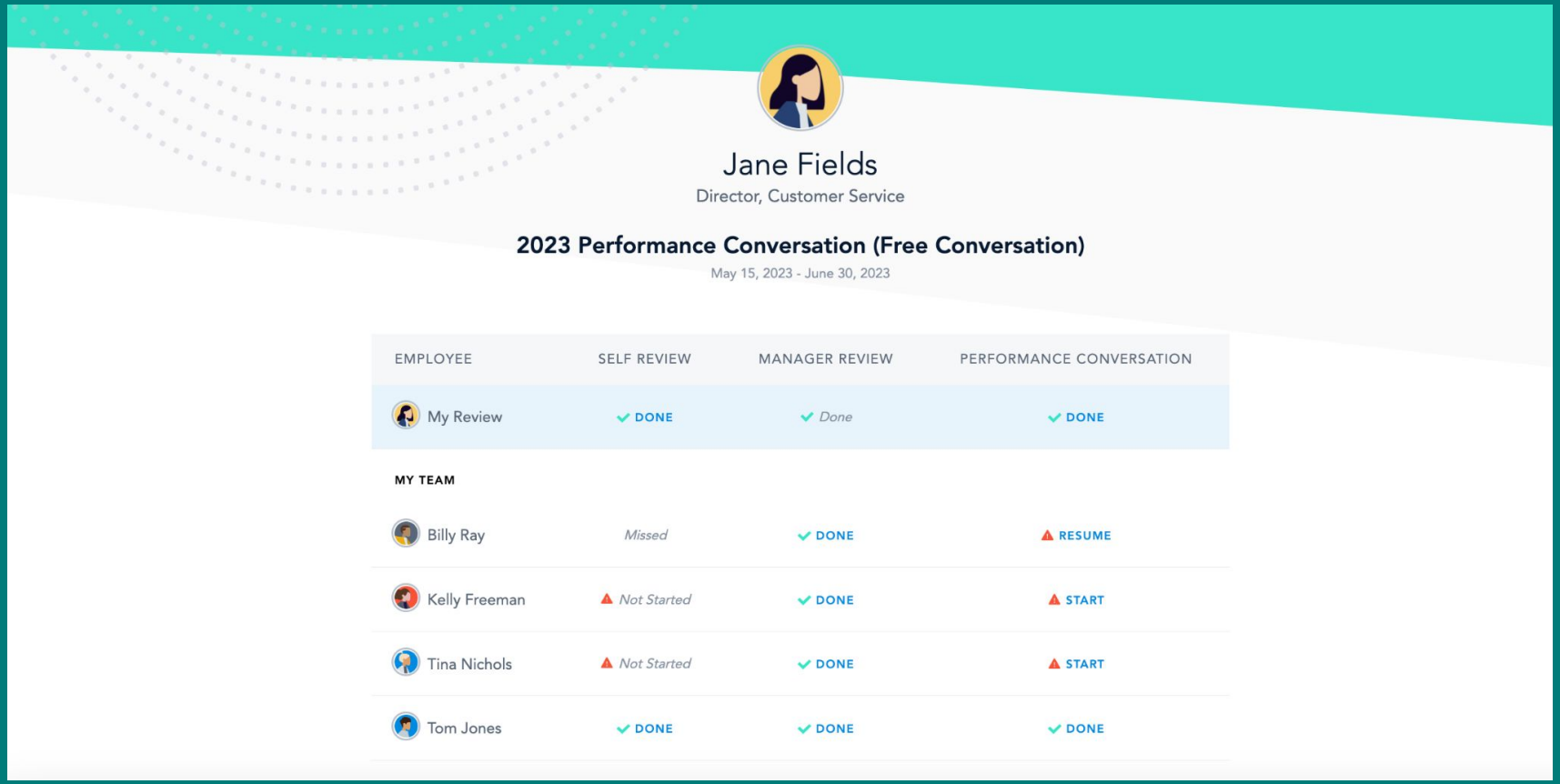
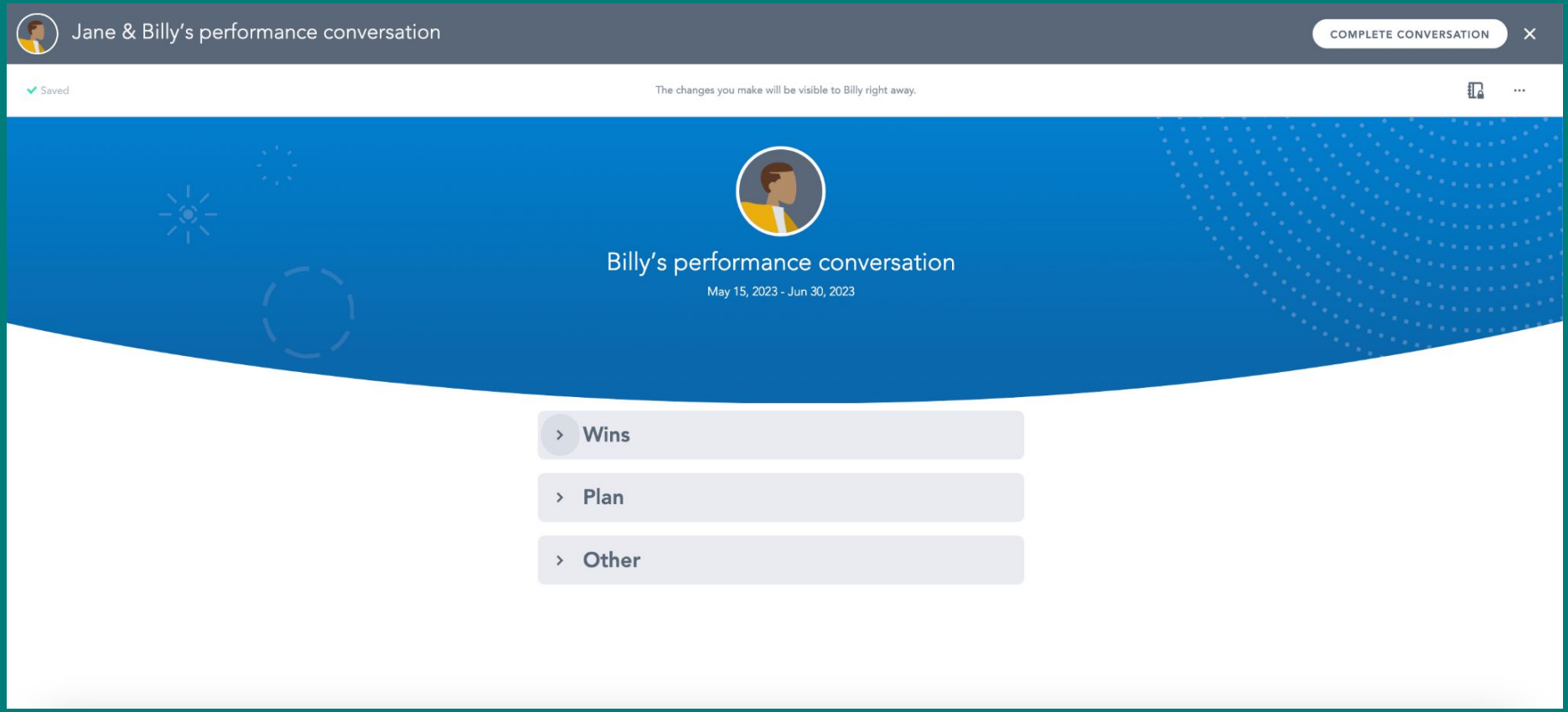
Performance Conversations



Performance Conversations



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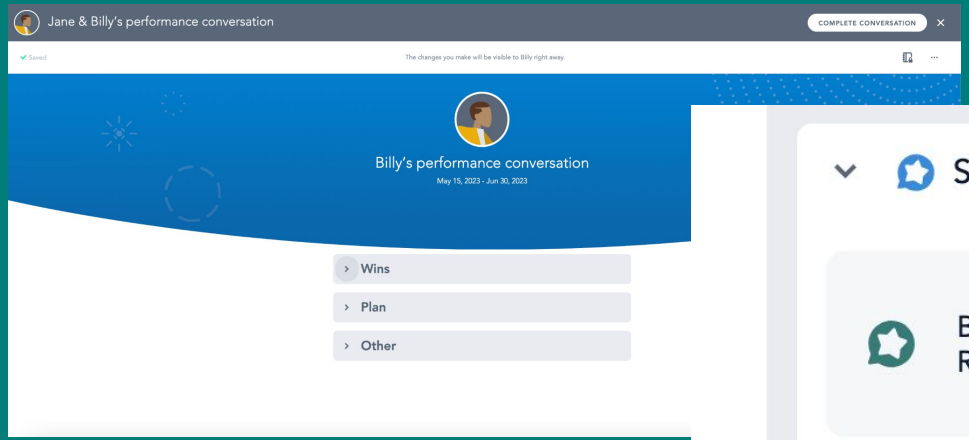
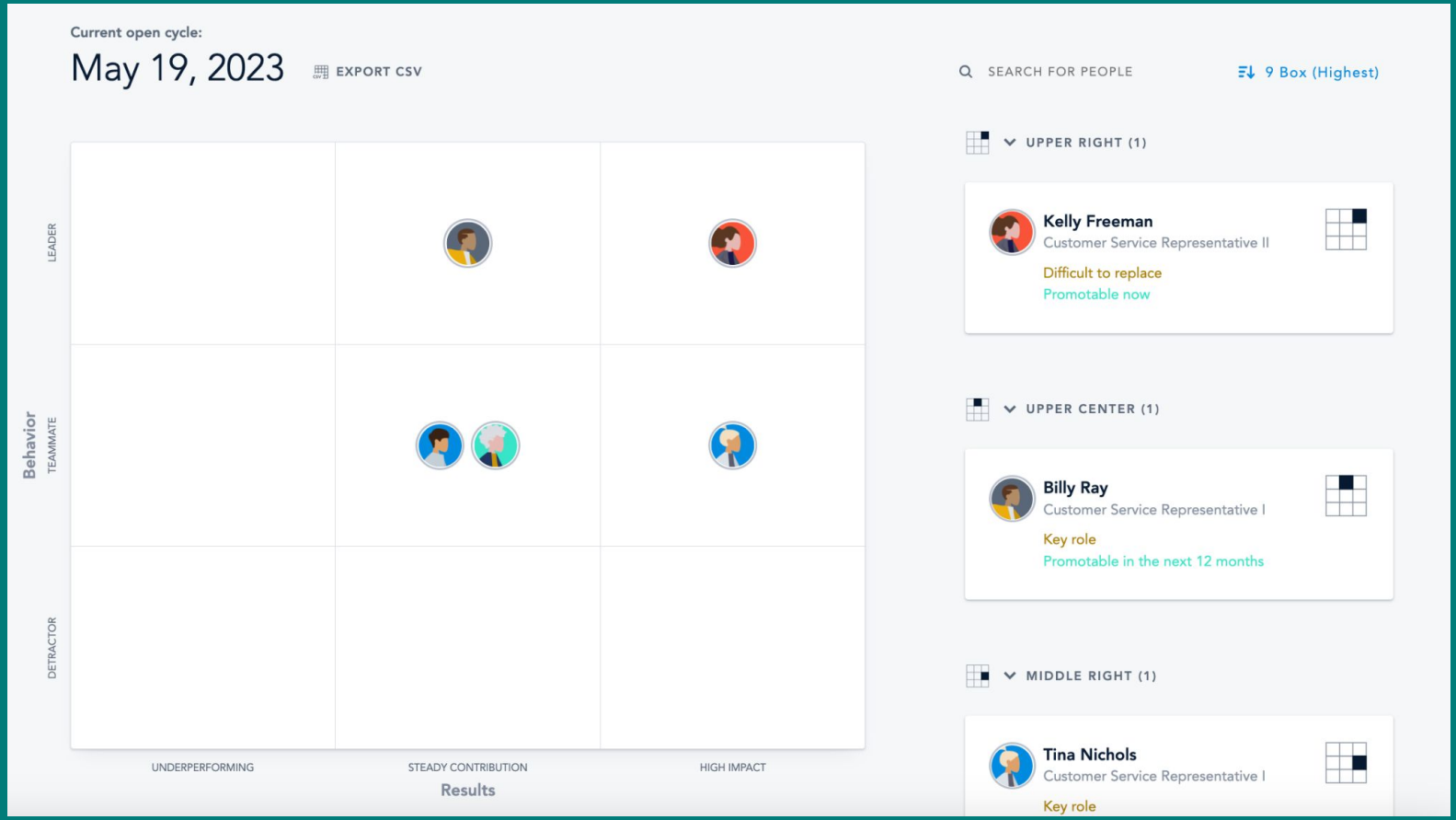


Talent Review



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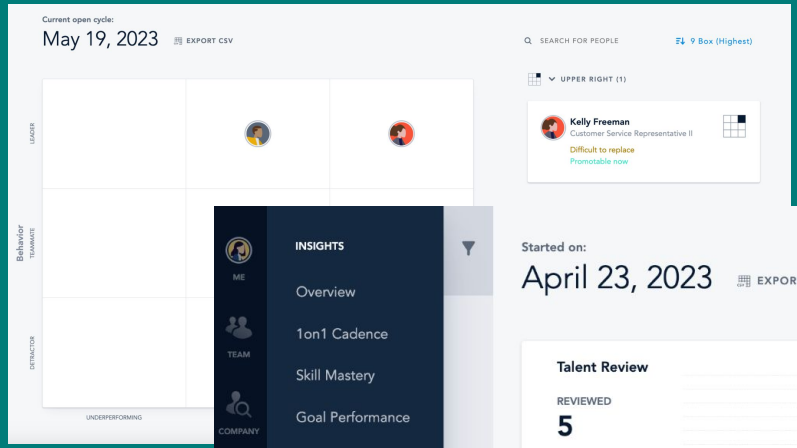
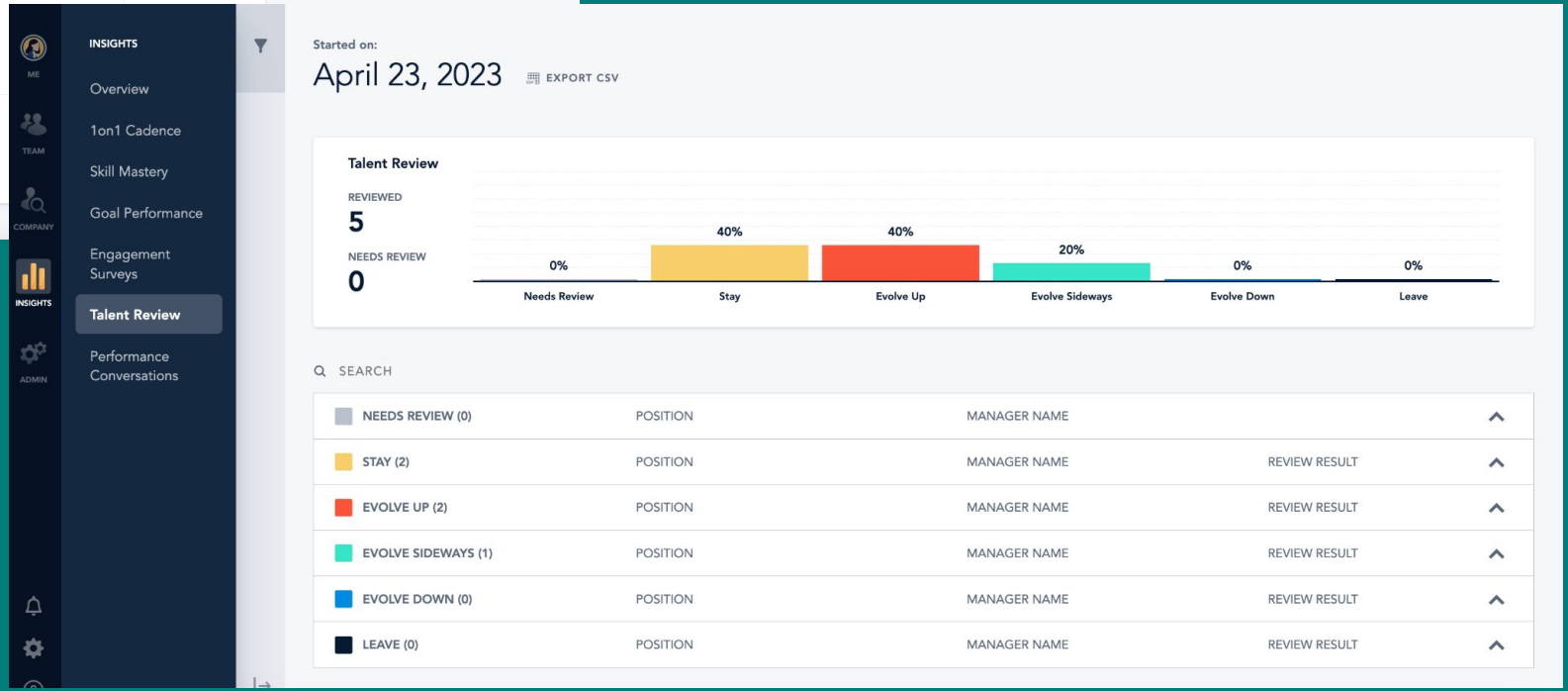
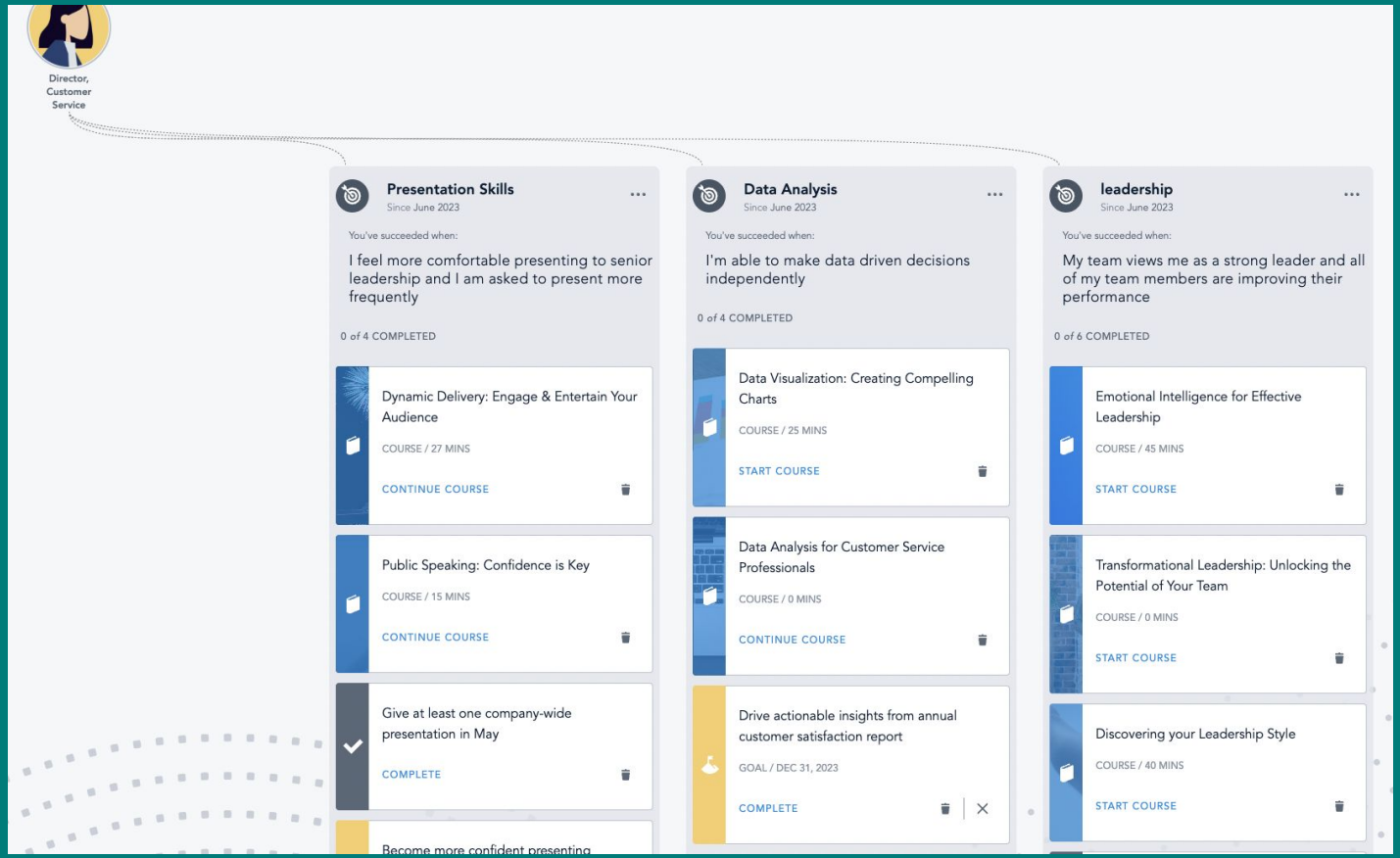




Development Plans in Bridge



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?

Recap:

- **Skill-market fit** & s**kill-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.

THANK YOU

BRIDGE

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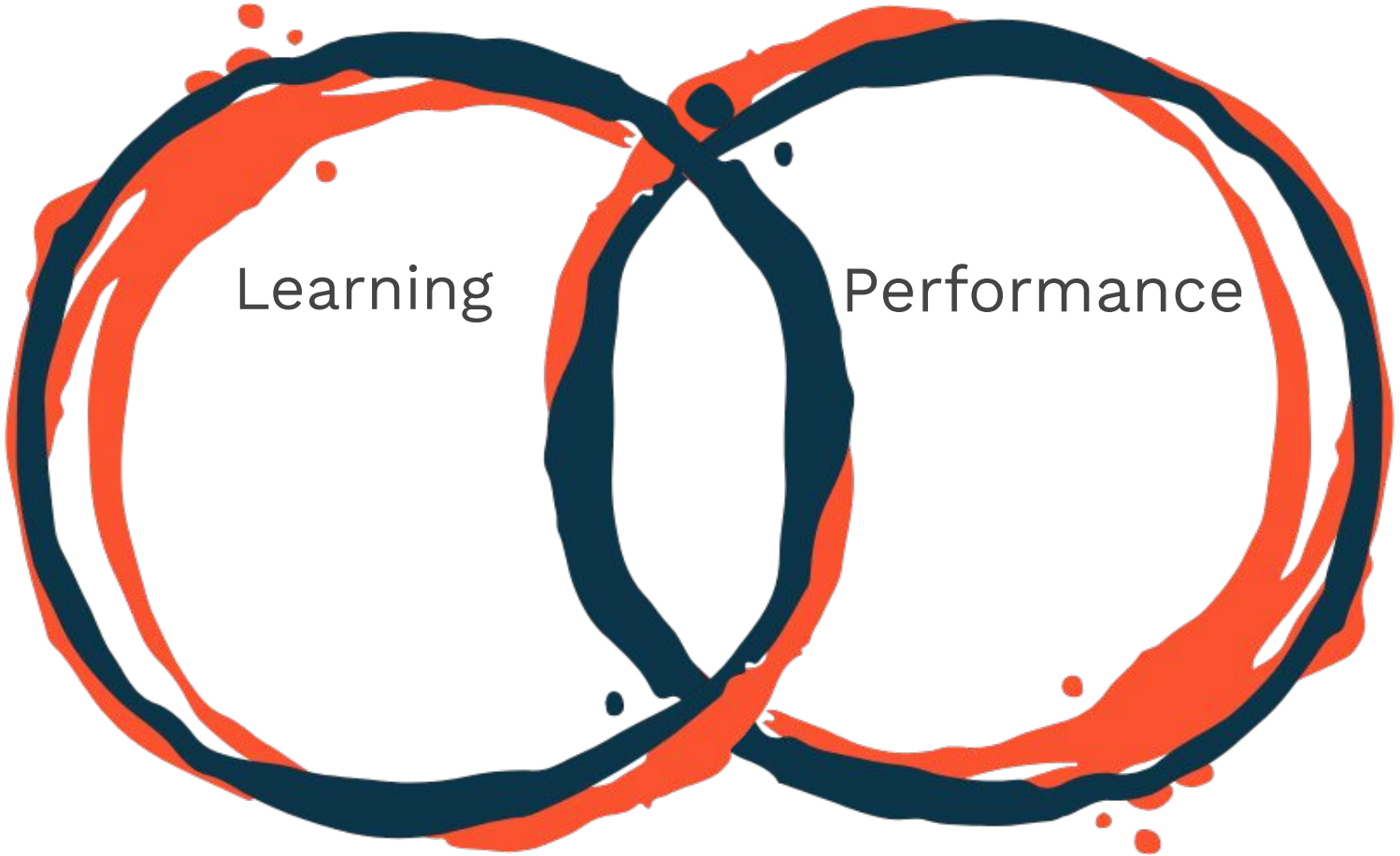
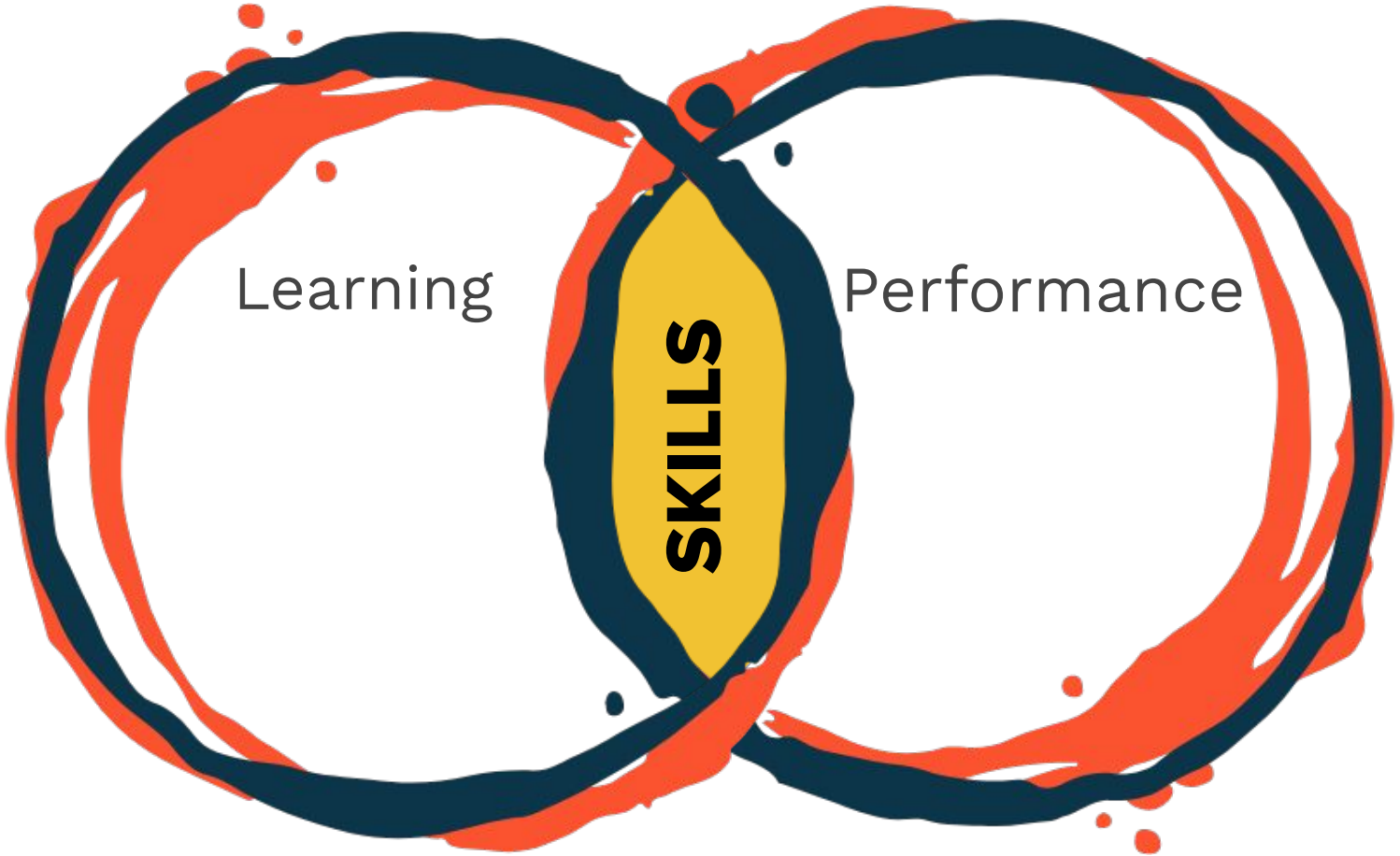
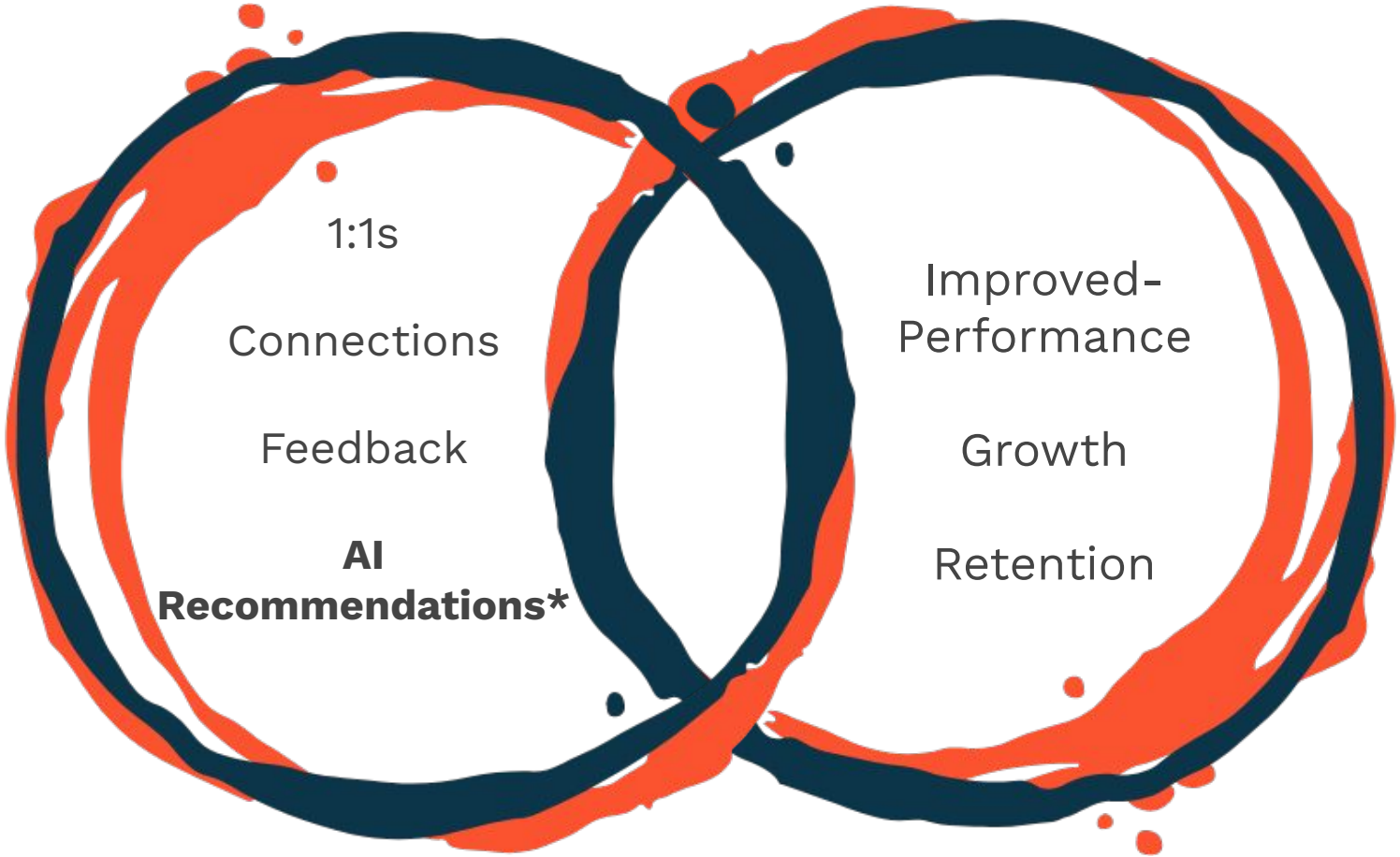
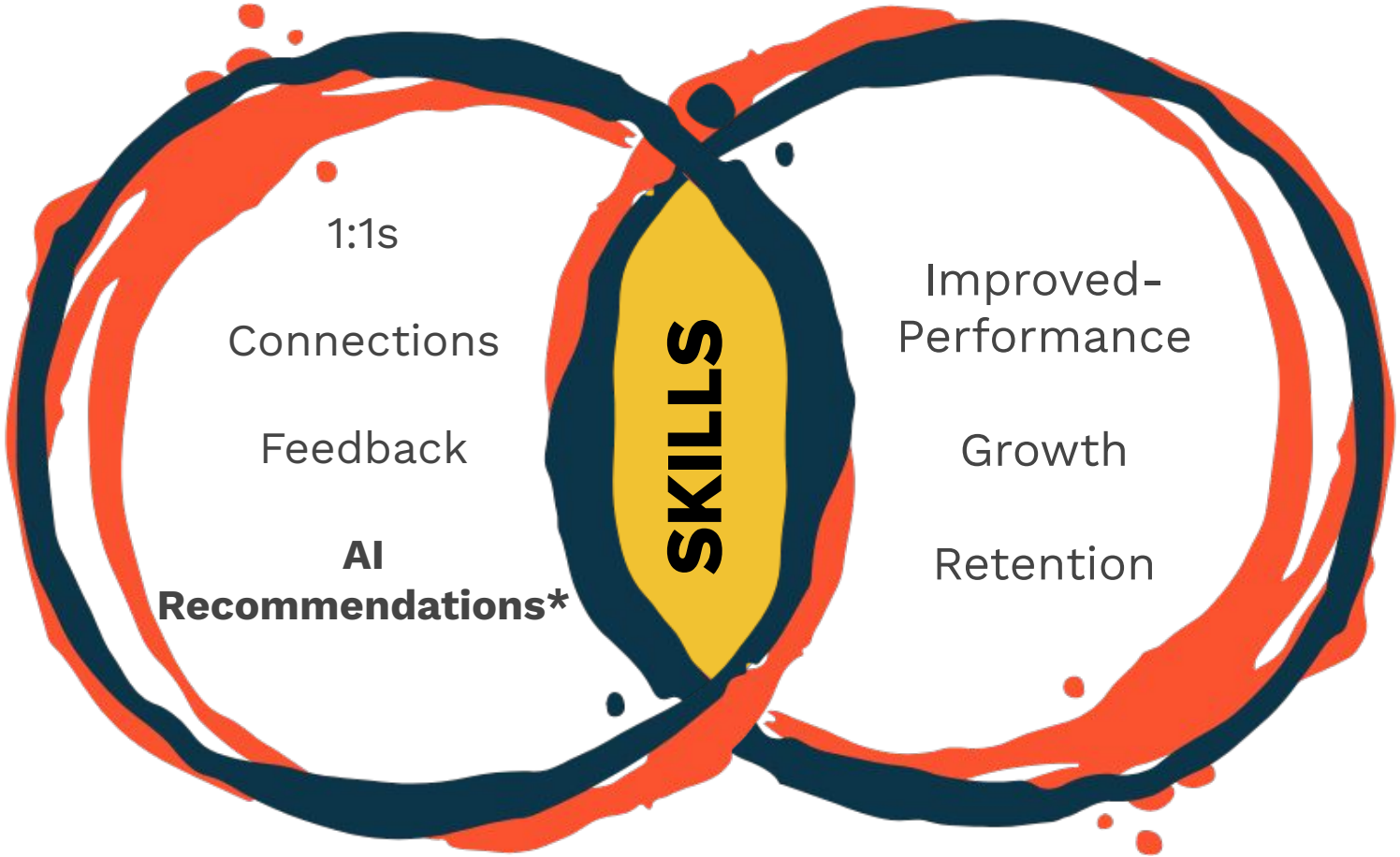

Learning
Performance


Learning
SKILLS
Performance


1:1s
Connections
Feedback
AI Recommendations*
Improved-Performance
Growth
Retention


1:1s
Connections
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resources

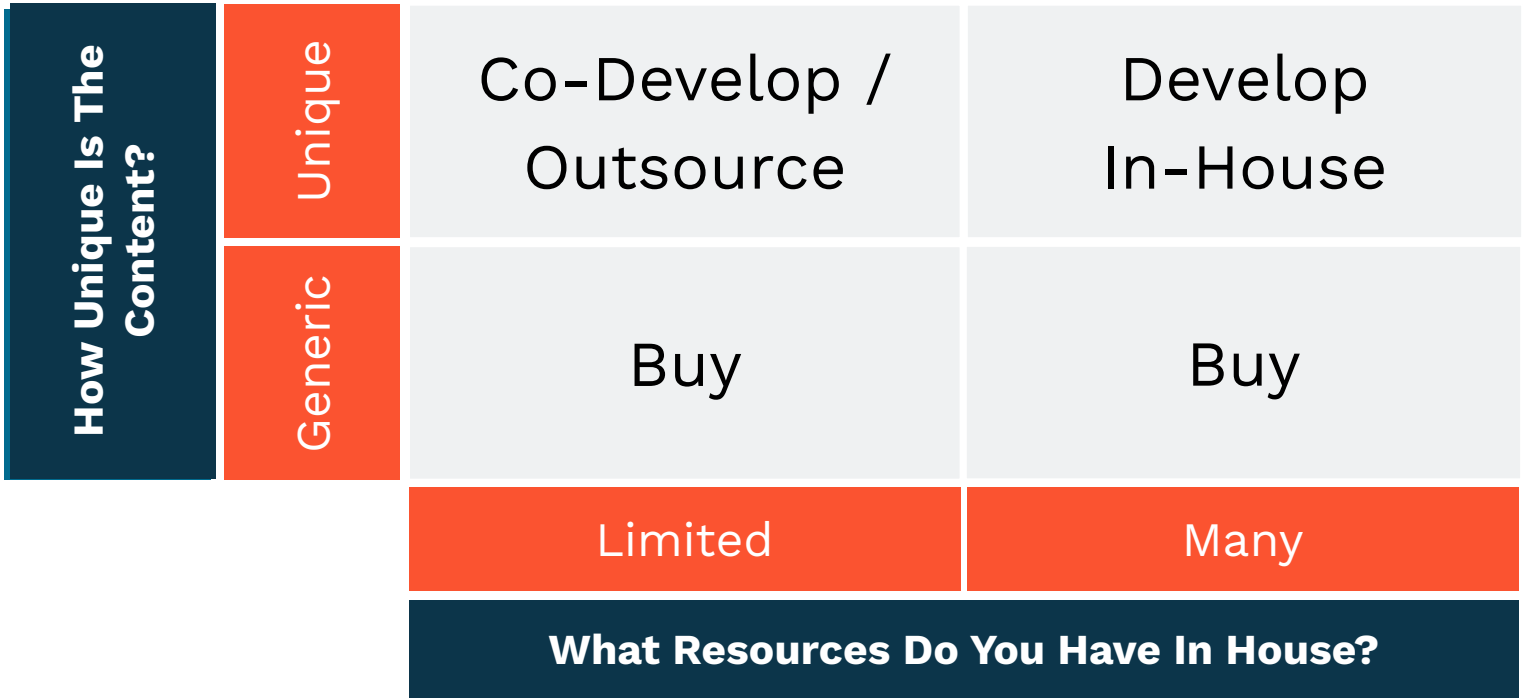
What is data waste, and why does it happen?

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

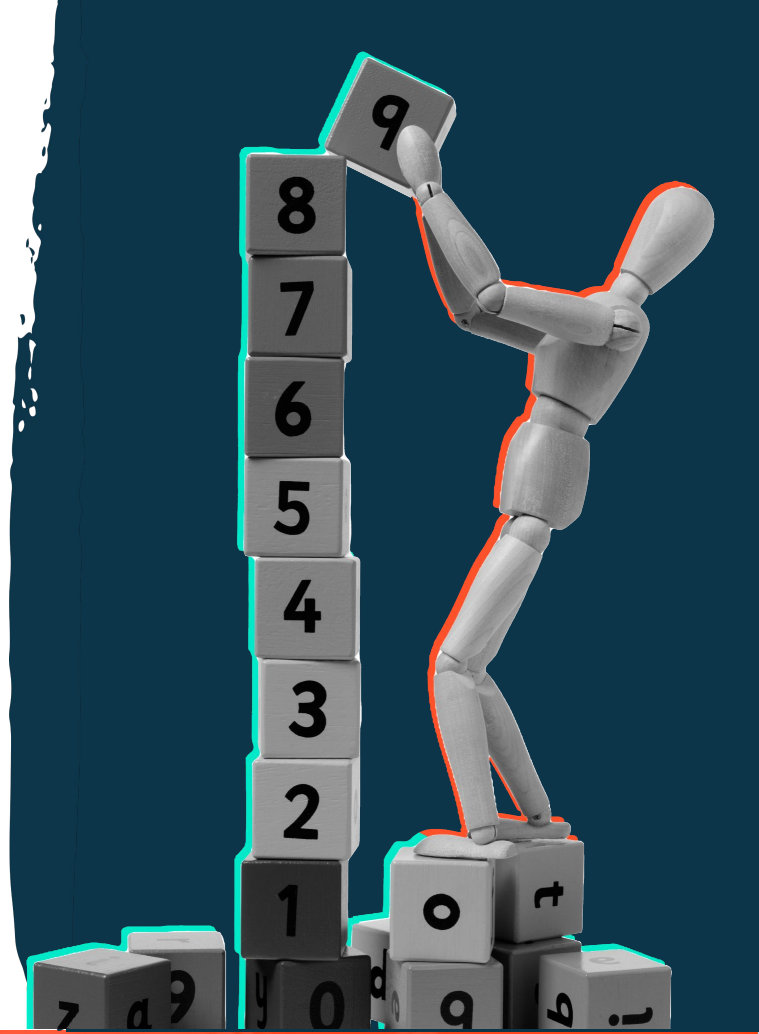


Your jobs aren't unique

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



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

Manager’s Mindset

What It (Typically) Is	What It Should Be
Get the work done! Managers think training is **somebody else’s department**	Engage your teams so they get the work done and enjoy doing it
Path to Engagement	*“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