

atd
**SOUTHEAST
ASIA SUMMIT**

DECEMBER 1-2, 2020 • VIRTUAL

Driving Success in the
Digital Workplace



**ATD Research:
Upskilling and Reskilling for the Digital Workplace**

Upskilling and Reskilling

- **Why it matters:**

- 83% of organizations have skills gaps now
- 78% will have a skills gap in the future
- Skills gaps impact service delivery, customers, and future growth

- **Today we'll discuss:**

- What does upskilling and reskilling look like today?
- What can we do better?
- What have some top companies done?
- How can TD professionals upskill and improve their own readiness for the future?

The Upskilling and Reskilling Study

- Online survey
- 223 respondents worldwide
- 58% **global/multinational firms in varied industries**
- 80% of respondents held leadership positions
- Interviews with learning leaders supplemented survey results



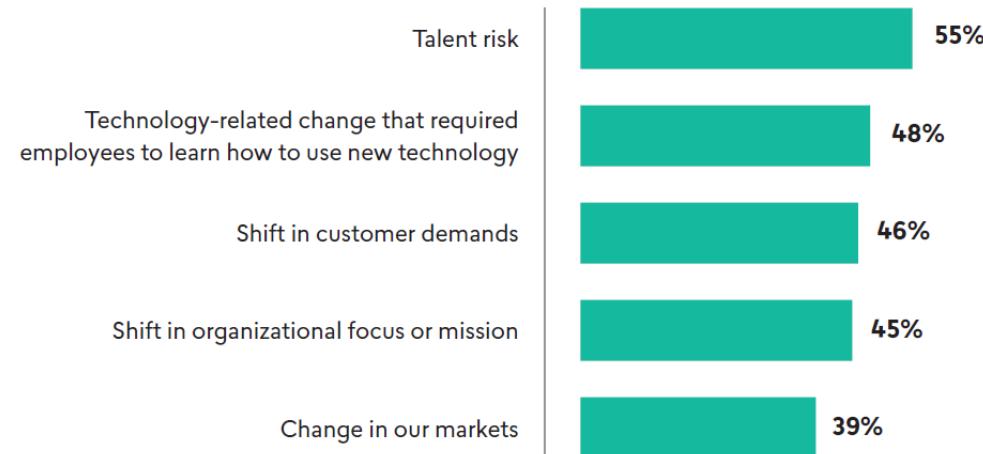
- **Upskilling** describes training designed to augment existing skills with new or significantly enhanced knowledge or skills to enable individuals to continue and succeed in the same profession or field of work.
Upskilling does *not* refer to normal, ongoing development offered to upgrade knowledge/skills in the normal course of business.
- **Reskilling** describes training designed to help individuals gain new knowledge or skills to enable them to perform new jobs or enter new professions

Extent of Skills Training ... and Why Companies Do It

56% of organizations currently provide their employees with opportunities to upskill, reskill, or both.

Offering skills training is strongly correlated to better market performance and greater organizational learning effectiveness.

Top 5
Drivers of
Skills Training



Is Skills Training Effective?

25%

Organization is
highly effective
at upskilling

17%

Organization is
highly effective
at reskilling

Why aren't skills programs more effective?

Lack of senior
leadership support



Inadequate
resources



Unsupportive
policies



About Skills Programs

47% of upskilling programs and 46% of reskilling programs are informal.



Only 38% of upskilling programs and 30% of reskilling programs are structured/formal



■ Upskilling ■ Reskilling

In limited use—more often seen in high-performance organizations—and strongly correlated to better market performance and/or learning effectiveness.

Structure brings benefits

- Internal mobility programs provide structure for skilling
- Rewards and recognition programs provide support
- Rotation programs provide experiential learning
- Tuition assistance expands learning beyond enterprise walls



Recommendations

- **Collaborate with other business functions**
 - Strategic and workforce planning teams, HR, and others
 - Ensures alignment with business objectives
 - Training focuses on meeting actual skills needs
- **Look beyond enterprise walls**
 - Partner with colleges, universities, technical schools, etc.
 - Learning leaders predict closer relationships between businesses and educational institutions as skills training continues to evolve
- **Improve effectiveness of skills training**
 - Know what affects upskilling and reskilling in your organization
 - Measure skills gaps
 - Measure skills training

Recommendations

- **Coaching matters**
 - Coaching and mentoring by managers and by peers were best practices
- **Look for experiential opportunities**
 - Hands-on learning
 - Rotational programs were a standout
- **Leverage rewards**
 - Rewards and recognition programs
 - Tie upskilling to internal mobility

Insurance Industry: Example

Insurance industry is very competitive and changing rapidly; a lot of tasks that used to be handled by humans are handled by technology.

Employees need to be able to perform more complex advisory and service roles (rather than transactional ones) in order to stay ahead of competition. Customer service is also a differentiator.

Zurich Insurance: Interpersonal Skills and Becoming Trusted Advisors

Initiative to increase skills and capabilities of customer-facing employees so customers view them as trusted advisers

Training (after assessments): 8-10 weeks of classroom modules on core behaviors

Experimentation: 4-6 weeks practicing and applying their knowledge in peer groups and with individual learning plans

Post-training: 4-12 weeks working through test cases with experienced mentors/program graduates

Zurich's Results

1,500+ employees
trained

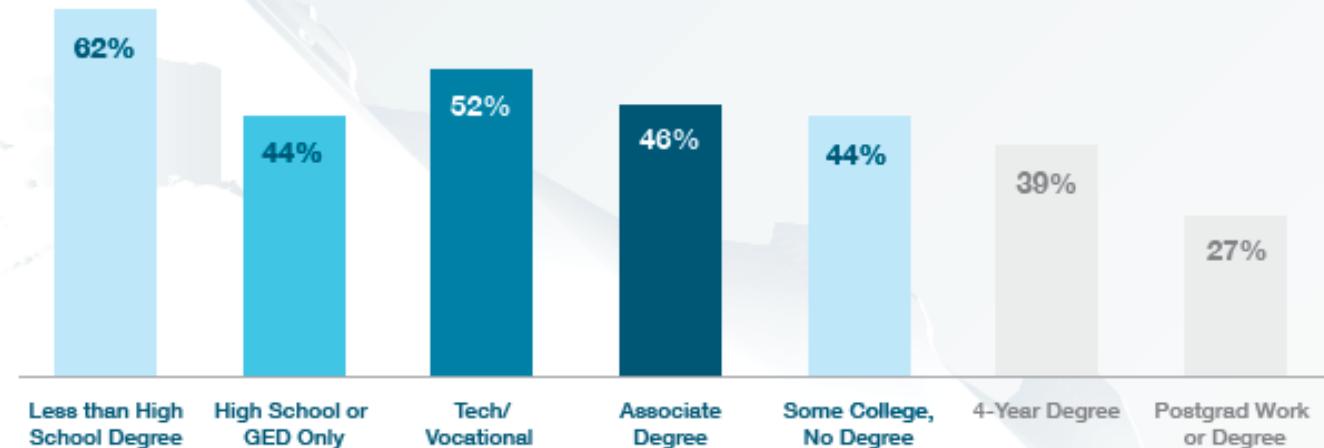
Advisors'
competence
increased
significantly

More business
partners agreed
Zurich reps are
trusted advisers

81% saw improved
client relationships

Strada/ Gallup Survey

Nearly half of the U.S. workforce feels they need additional education to advance in their current career, particularly those without college experience and who are not taking college courses.



Base: U.S. adults ages 18-65 currently in the workforce (self-employed, employed for an employer or actively looking for work). Those who are currently enrolled in college-level courses have been excluded for the purpose of this analysis. N=160,165

Percentage of U.S. workforce who feel they need additional education to advance in their career by educational status.

These results are based on interviews with 176,727 U.S. adults, ages 18-65, in the workforce who participated in the Strada-Gallup Education Consumer Survey between June 2016 and April 2018.

Amazon's Career Choice Program

Most Amazon employees work in fulfillment centers, company wants to retain and develop good employees for jobs needed in the future

“High-demand” determined by Bureau of Labor Statistics data and local workforce data

Career Choice is a tuition assistance program that pays 95 percent of tuition and fees for employees to pursue certificates and degrees in high-demand fields

Also bring learning to the workplace with classrooms at large centers

Amazon's Results

Program in 10
countries by 2018

15,000+
participated by
2018

Participants 4x less
likely to leave
company than
non-participants

Used as a model
for other
organizations

What About Upskilling for TD Professionals?



Talent Development Capability Model

Personal Capability



Talent Development Capability Model

Professional Capability



Talent Development Capability Model

Organizational Capability

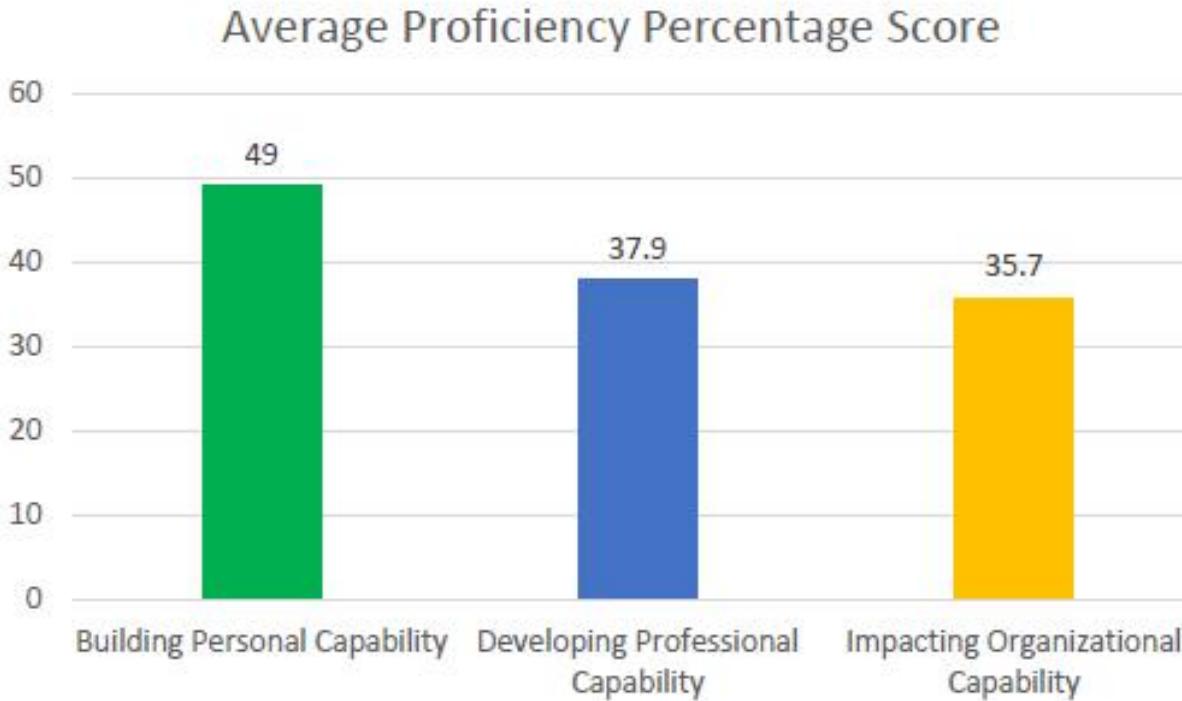


Talent Development Capability Model



Insights from Self-Assessments to Date

- 5,872 users from every region of the world
- Overall Average Proficiency Score: 41.6%





Application of the Model for Individuals

- Assess current knowledge and skills against what is needed to succeed in the future
- Set performance objectives
- Identify a personal development plan based on your gaps
- Use it to determine possible career path
- Pursue capability model-based credential – APTD or CPTD
- td.org/capabilitymodel “Access the Model”

ATD is here to support you in your work to upskill the workforce in your organizations and in your efforts to upskill yourself.



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