

Upskilling Your People for Continuous Adaptivity

Michael Neefs – Regional Sales Manager, Belgium and Luxembourg
mneefs@csod.com - +32 470 364 877

Arthur Deltour – Solutions Consultant, Europe



Change has
accelerated



The pace of **change**
is ~~accelerating~~ **has accelerated**.

Organisations find themselves
in the midst of uncertainty.



Organisations must respond to today's challenges with more resilience, comfort with uncertainty, focus and **adaptivity** than ever before



The skills confidence gap





By 2025, **half of all work tasks** will be handled by machines in a shift likely to worsen inequality and widen skills gaps.



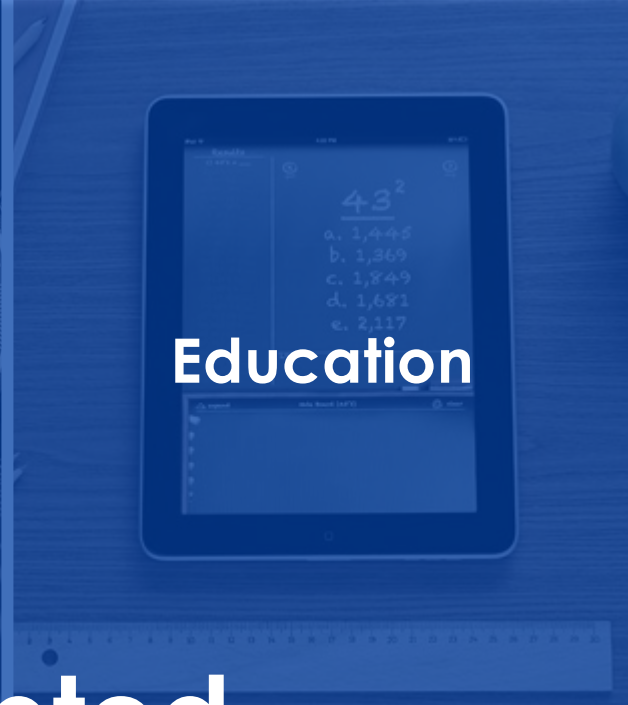
Retail



Healthcare



Financial
Services

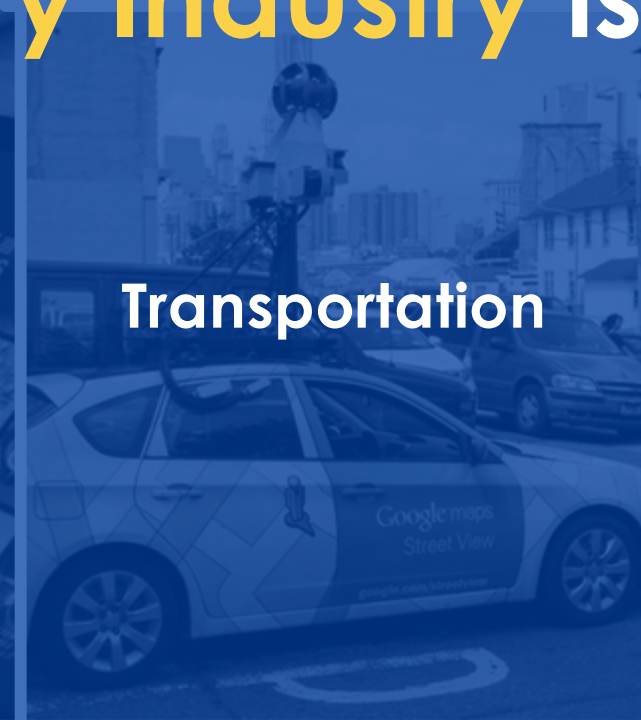


Education

Every Industry is Being Disrupted



Media &
Entertainment



Transportation



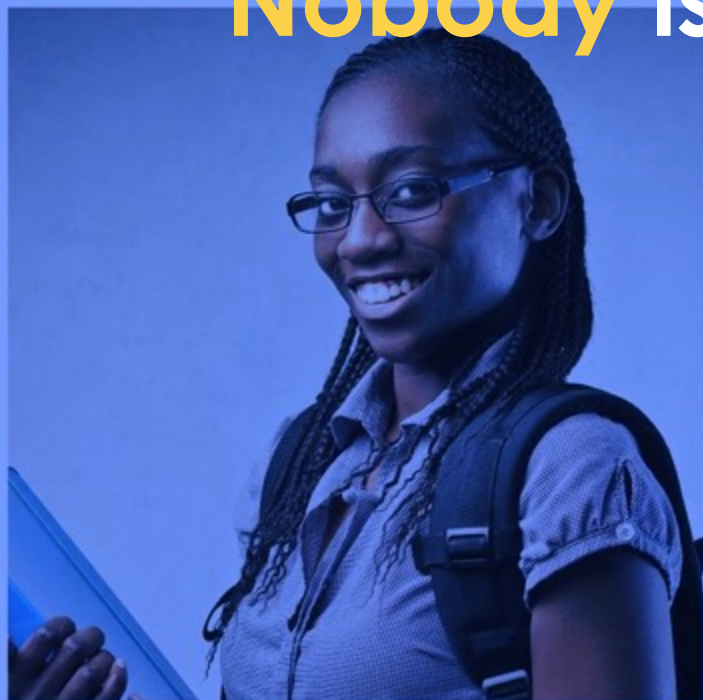
Manufacturing

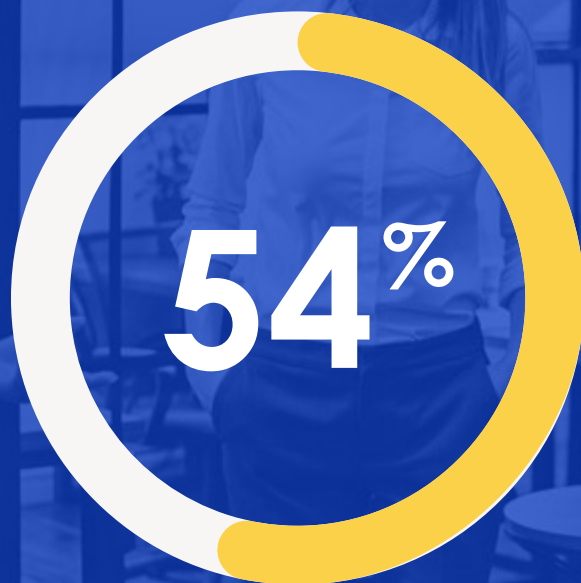


Technology

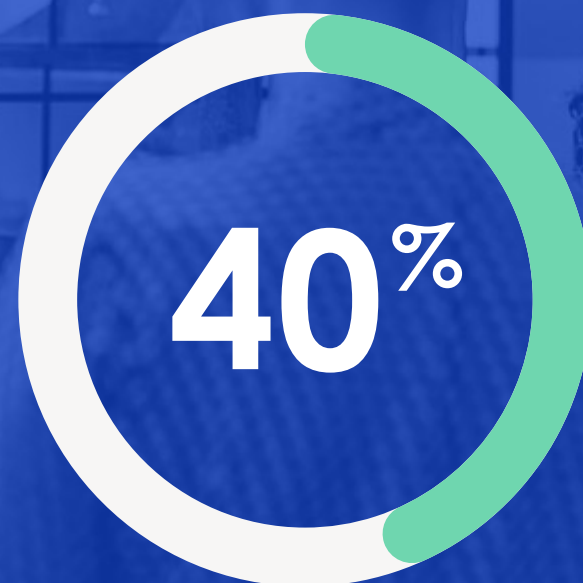


Nobody is Immune



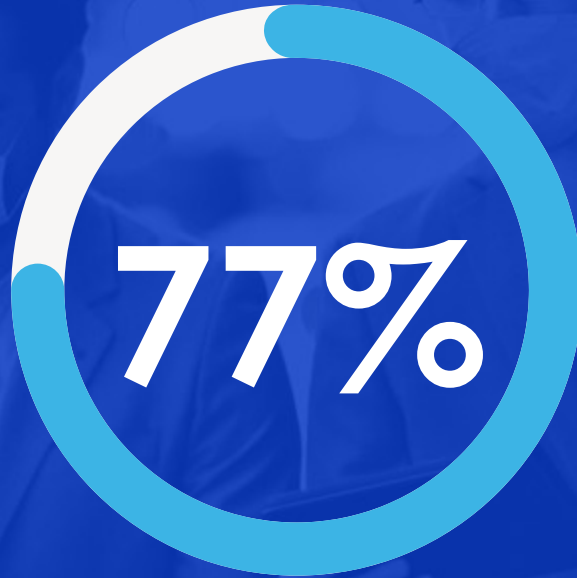


of all jobs will require
significant reskilling or
upskilling in the
next three years



of workers will
require reskilling in
the next six
months or less

Learning is Business Essential



Of employees want to learn new skills now or completely retrain to improve their future employability



Of employees say that they would stay at a company longer if it simply invested in helping them learn

Employee and Employer Sentiment About Skills & Development Differs

Confidence in ability of organisation to develop skills



There's a 30% gap between how employers feel they're equipping their people to develop their skills, and how their employees feel about the same question.



Skills development: The “confidence gap”

Cost of turnover

The cost of replacing an individual employee can range from **one-half to two and a half times the employee's annual salary** -- and that's a conservative estimate.

So, a 100-person organization that provides an average salary of £36,500 could have turnover and replacement costs of approximately **£480,000 to £1.9 million** per year.



Such rapid change is driving demand for continuous
reskilling + **upskilling** + **newskill**

How can we **drive**
this change?



1

Bringing learning into
the **flow of work**



Organisations with a future
fit learning culture know that
work is learning.



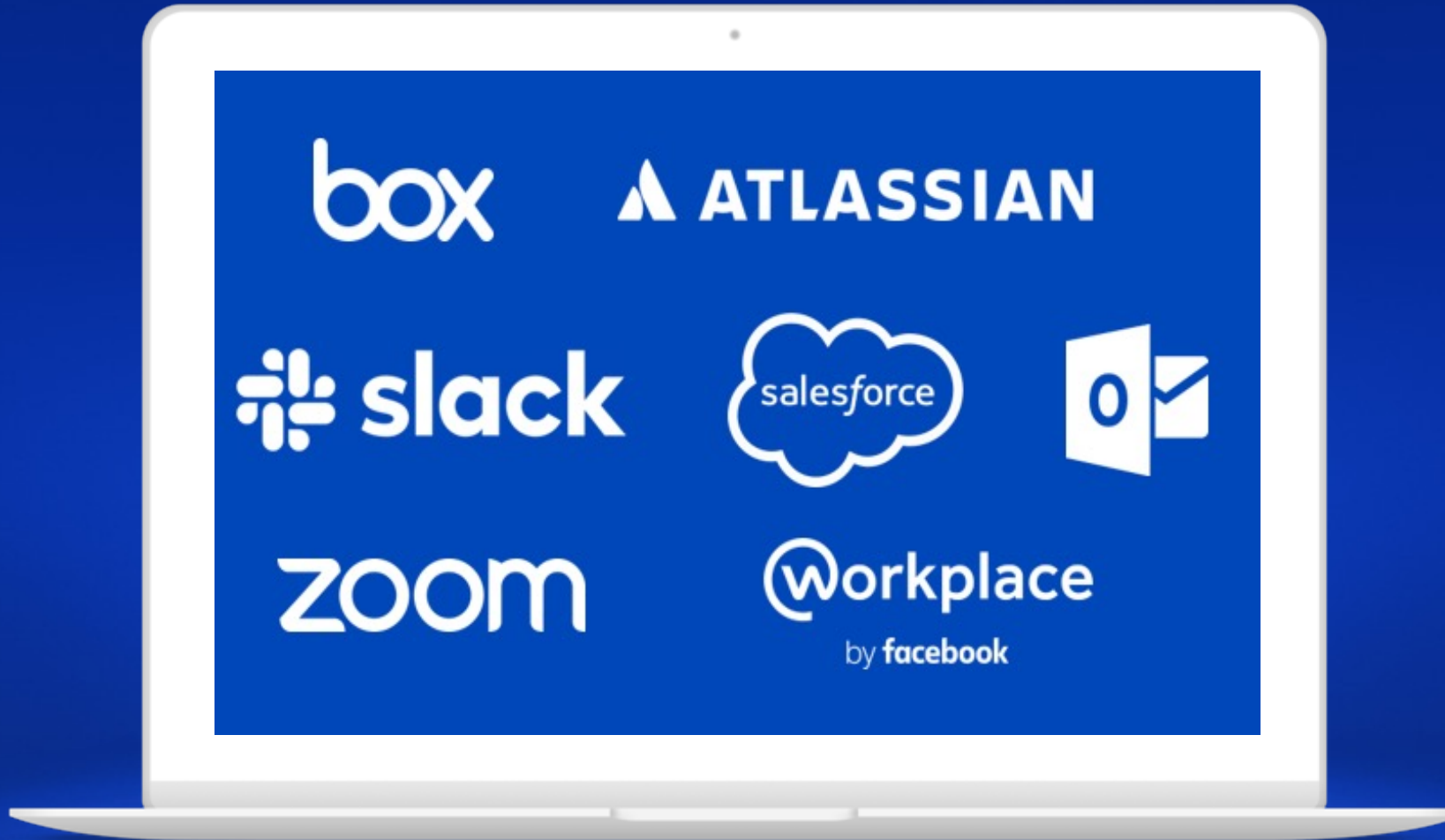
Employees are overwhelmed

The average employee spends **less than 1%** of their week on learning activities.

“We need to discard the idea that learning is separate from work. **When we embed learning into everything we do, we accelerate results, and in the end, we save time by doing things a better way.**”

— **Jeff Miller**, chief learning officer and VP of organisational effectiveness, Cornerstone

Enable Learning in...



Powerful partnership
delivering truly
connected employee
experiences with
learning at the core.



learning

learning

The golden thread of learning

Connectivity & experience across the employee lifecycle

Learning in the Flow of Work

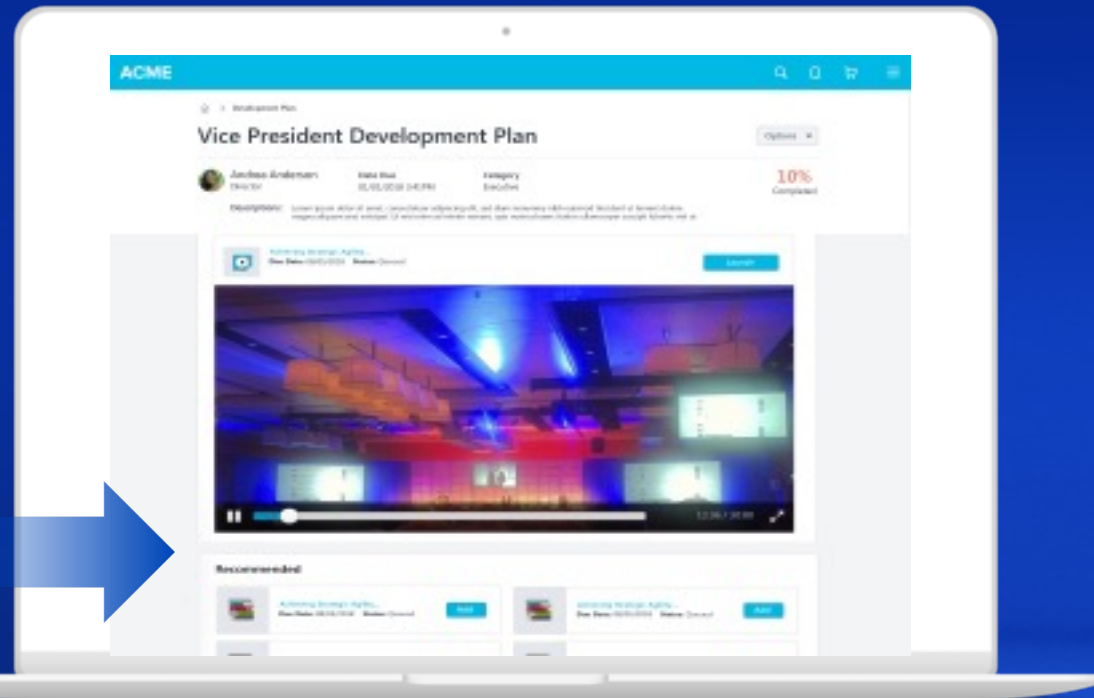
learning

learning

In the Flow of Your Career and Daily Work

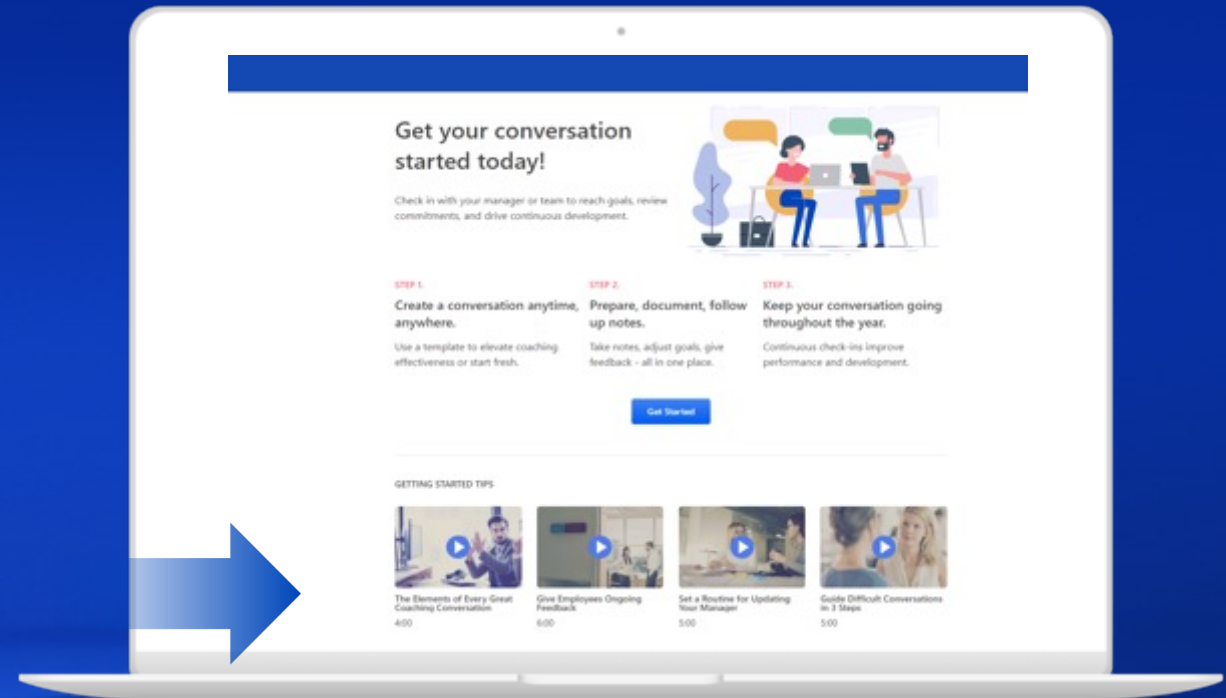
Development plans

Learning in the flow of your career



Performance conversations

Learning in the flow of your daily work





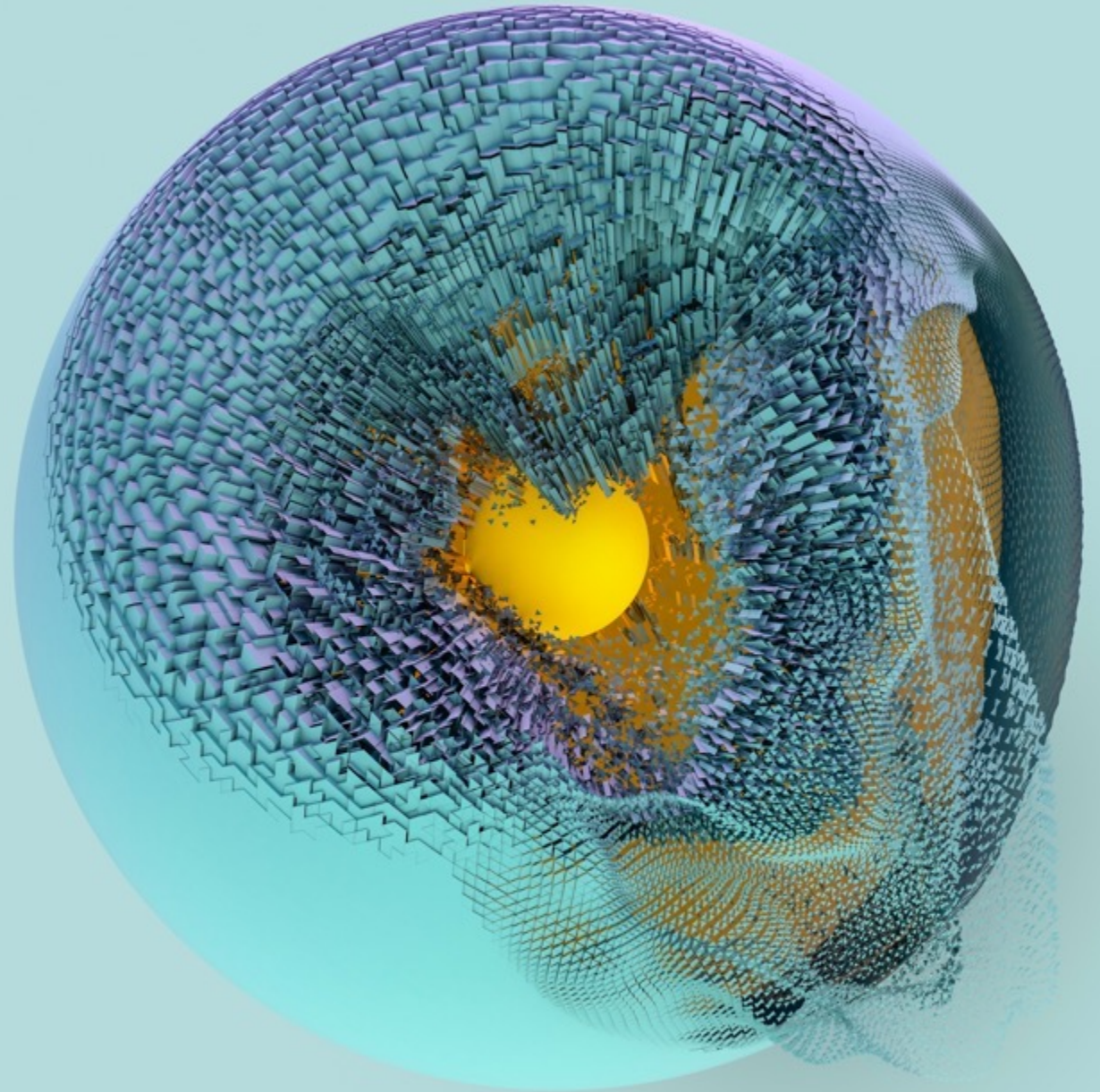
“People should have the same experience at work as they do in their private lives when they use services like Netflix and Spotify. It’s about easy access and removing barriers. We chose Cornerstone because it offers a comprehensive solution for the entire employee lifecycle.”

— **Lucas Kohlmann**, Global Head of HR Strategy, Leadership, Talent Management and Diversity & Inclusion Henkel



2

Skills at the **core** of
your learning strategy



A Foundational Issue: Lack of Skills Depth in Profiles

3 skills pulled
from resume

2 specific interests
captured in performance
and development cycle

3 competencies from
traditional competency
process



What is Needed: Deep Employee Skill Profiles

14 critical skills

parsed re

27 related skills

87 specific interests

search a
behavio

Over **130 skill ratings**

related exp

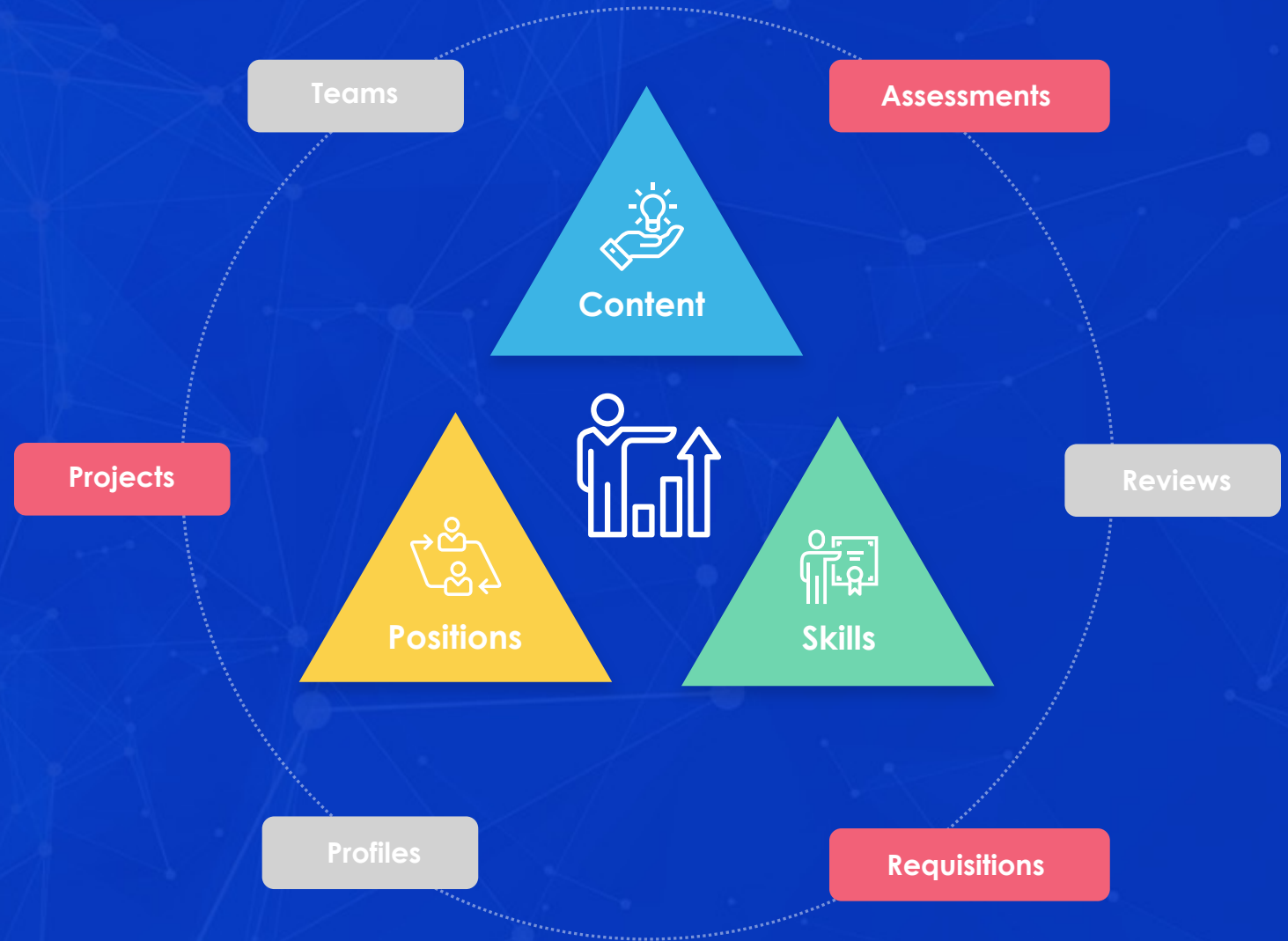
20 characteristics

pe



The Holy Grail of Reskilling

Skills that connect to
positions, content,
people, projects,
requisitions and
so much more.



The background of the slide is a solid blue color with a faint, white network graph pattern. This pattern consists of numerous small dots (nodes) connected by thin, white lines (edges), forming a complex, interconnected web that spans the entire area. The density of the connections is higher in some areas and lower in others, creating a sense of dynamic connectivity.

Introducing Cornerstone Skills Graph

Cornerstone Skills Graph: Out-Of-The-Box Skills On Day 1

+50k

Key skills
identified
using AI
(synonyms, acronyms
& proximity)

1.3B

Filtered Skills
(250,000 unique)

+2.5 Tb

Data Set
(Indeed, Monster & Linked)

200+

Industries

180+

Countries

250M

Individual
Careers

750M

Job Titles
(10M unique)

100+

Languages

Auto-Completion of Skills Profile

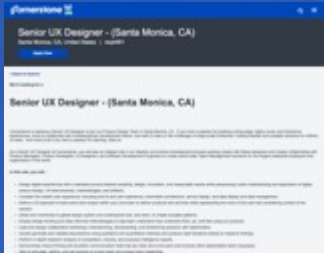
Powered by AI

The screenshot shows the 'Bio' tab of a user profile in the Cornerstone Galaxy system. The user is Josephine Goldberg, a Field Product Management Analyst. The profile includes contact information (Direct Phone, Mobile Phone, Email, User ID, Location), a summary of her work history at CSOO, and a list of interests: 'Coming up with cool ideas', 'scuba diving', 'Travelling', and 'Lobster Oyster and Uni Eating'.

The top screenshot shows the 'Skills You Want to Develop' section, which prompts the user to discover a new way to learn and develop their career. The bottom screenshot shows the 'Your Skills' section, which displays a list of confirmed skills: career development, VoIP, technical leadership, team motivation, unified communications, leadership, project management, strategy, customer service, business, CRM, cloud computing, product management, enterprise software, SaaS, solution architecture, pre-sales, sales, communication, account management, business development, economics, strategic partnerships, solution selling, professional services, channel partners, personal development, management, enterprise, and IT consulting.

The screenshot shows the 'Skills You Might Have' section, which displays a list of suggested skills based on profile information, self-ratings, and feedback from the team. The suggested skills include: data center, managed services, IT strategy, business analysis, enterprise architecture, wireless, IP, MPLS, cisco technologies, virtualization, direct sales, network design, disaster recovery, telecommunications, mobile devices, SIP, integration, channel, revenue, storage, infrastructure, and telephony.

Skills Leveraged Throughout Employee Lifecycle



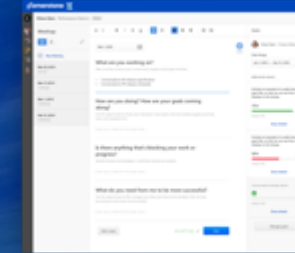
Apply to job based on current & desired skills



Onboard with the right skills



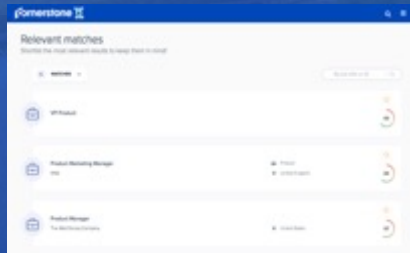
Quickly update your skill profile



Get coached on skill gaps to fill



Find your next challenge



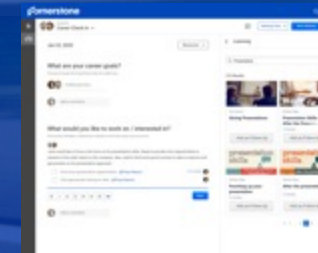
Advanced skill-based job matching



Onboard with skills you don't have



Automatic profile skill tagging



Intelligent skill-based development actions



Tailored career path discovery

Cornerstone's Specialist Advantage

Instantly activate 53k+ ever growing verified skills

Automatically detect skills across industries

Auto-tag skills to content, positions, people & more

Remove skill-bias with AI

Automatically update skills profiles

Notable Business Benefits & Results



73%

Employee Satisfaction



50%

Improved Retention



48%

Bottom Line Growth

Source: McKinsey. Beyond hiring: How companies are reskilling to address talent gaps 2019

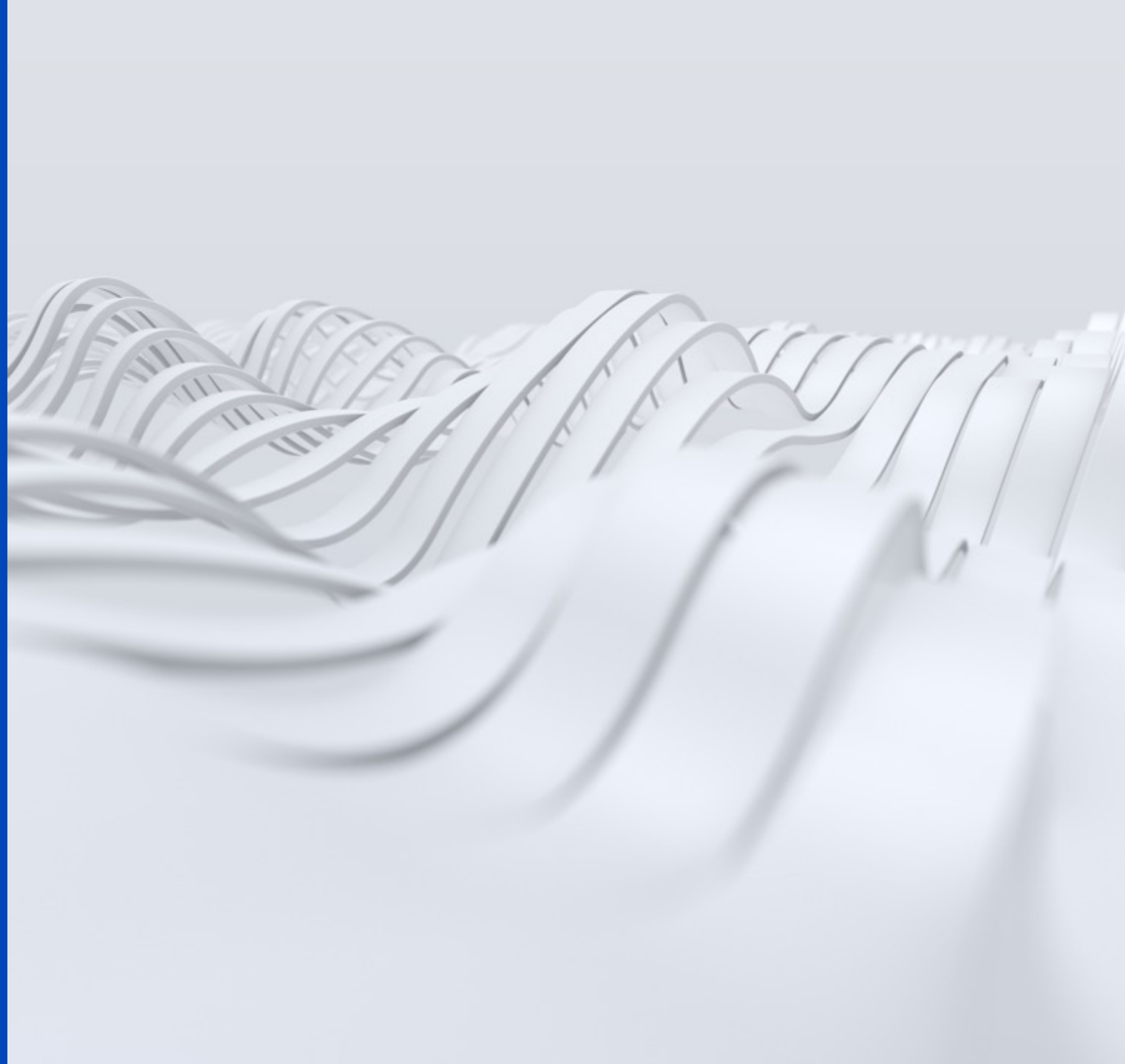
“One of the big challenges we faced was how do we bring in a skills ontology...I think here's where some of the AI based tools...have really changed the world for us in that we can now start to, at the click of a button, identify what might be the next career move for airside handler or a supervisor in a warehouse, and what skills do they have, that might actually be transferable to other parts of the business.”

—**Meredith Taghi**, VP Group Learning Talent and Platforms Deutsche Post DHL

**Deutsche Post DHL
Group**

3

Modern,
personalised,
ubiquitous
resources



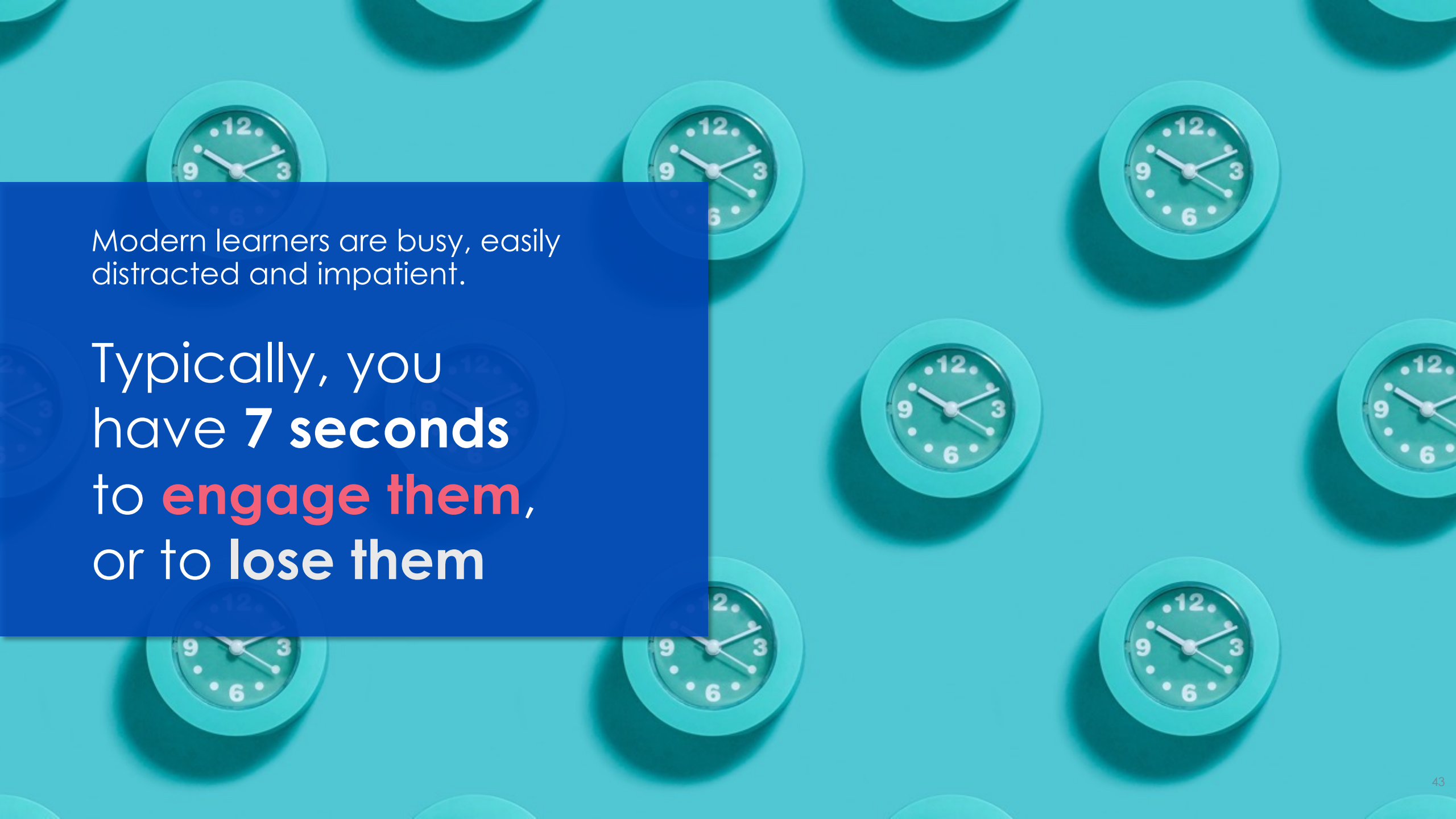
Learners today are...

More stressed

More diverse

More virtual

than **ever before.**

The background of the slide is a solid teal color. It is decorated with a repeating pattern of small, teal-colored analog clocks. Each clock has a white face with black numbers (12, 3, 6, 9) and hands. The clocks are arranged in a grid-like pattern, with some partially visible at the edges.

Modern learners are busy, easily distracted and impatient.

Typically, you
have **7 seconds**
to **engage them**,
or to **lose them**

Your Organisation Needs **Modern Content** That

Empowers learners

- Authentic, relevant, and highly-visual
- Delivered where learners need it, anytime
- Offered in multiple languages
- Designed to inspire positive behavior change

Supports the business

- Meets your critical talent initiatives
- Optimised for all levels of your organisation
- Drives high usage, with low administrative burden
- Integrates with your Learning/HR platform

And is Truly Personalised

We Need to Serve Up Learning *the Way People Want to Learn*

In classroom or over
your phone



Macro – Nano



Video/Audio



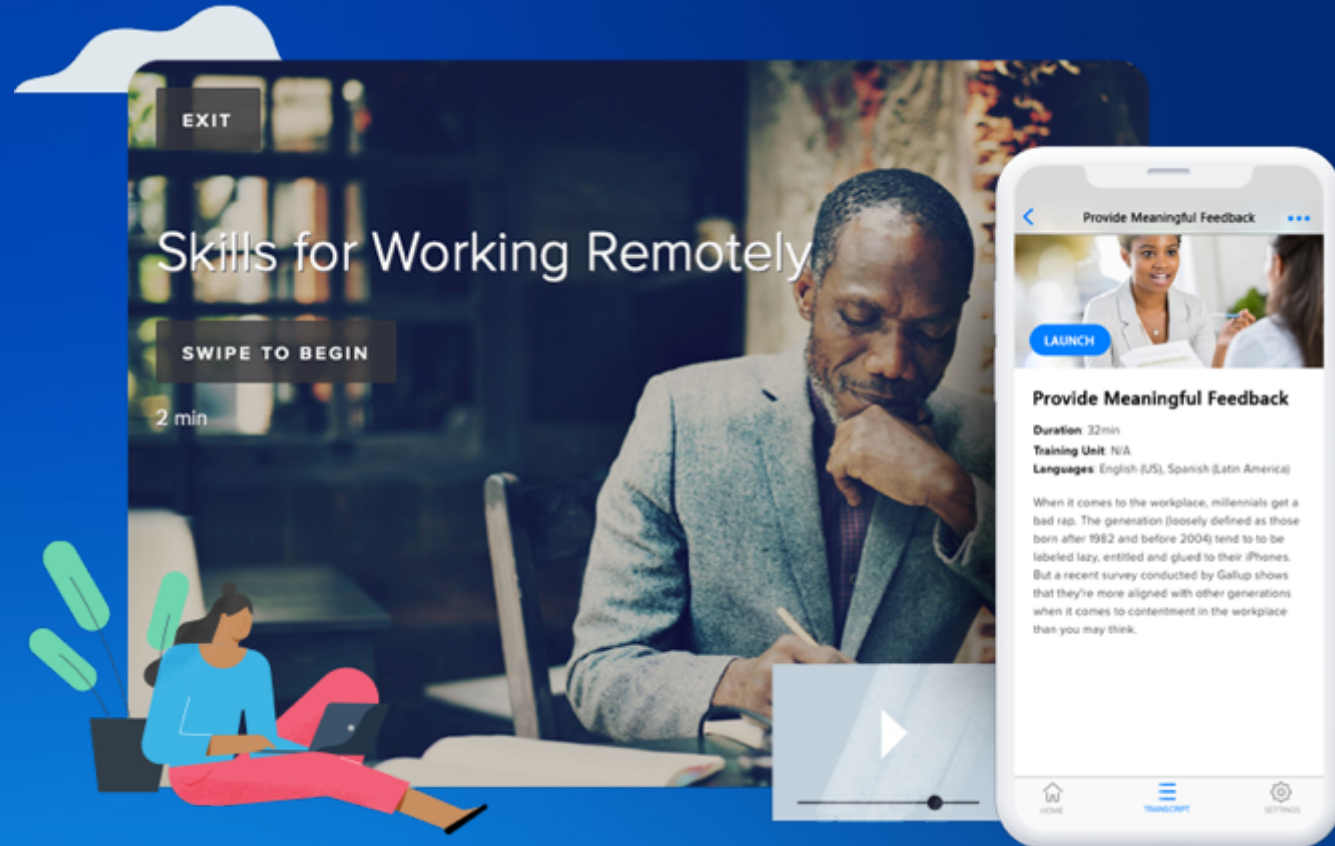
AR/VR



Cornerstone Content

Expertly Curated Content to Close Critical Skills Gaps

- Curated from the top content brands you love
- Integrated into the world's leading LMS
- Includes adoption resources and ongoing support
- Available across multiple modalities to serve learning the way people want to learn



Unmatched Reach and Impact

Cornerstone IQ: Aggregated and Anonymised Data To Drive Curation and Personalisation

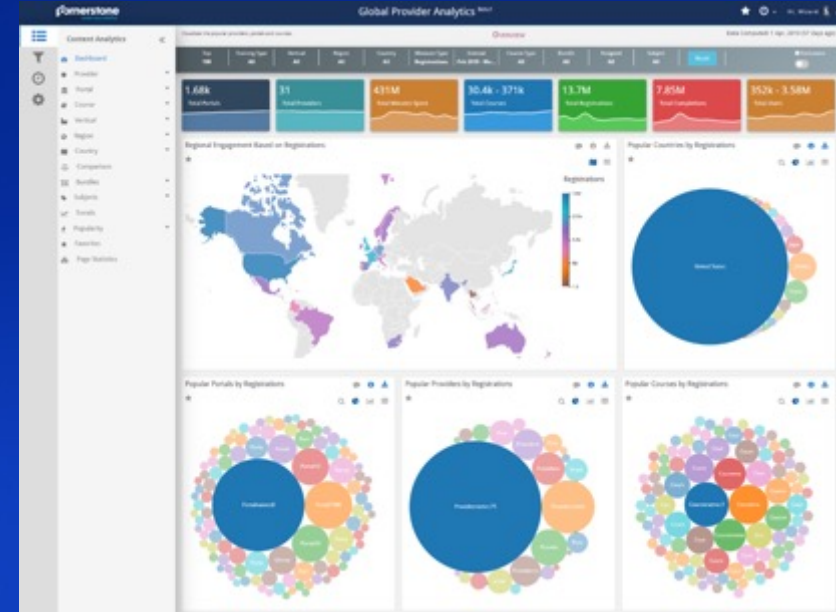
75M+

Learners

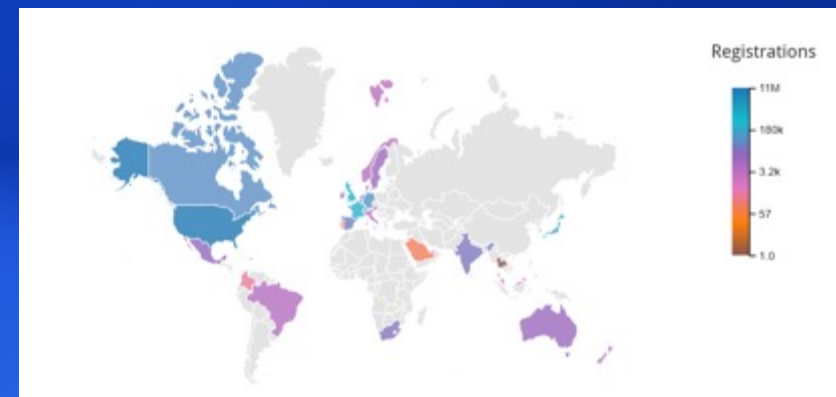
6K+

Customers

Consumption
by Geography



Providers



“We used the opportunity of having a lot of our learners at home to accelerate our digital projects...What we’re seeing is that the quality of the content is now becoming so much more important, and the format in which the content is delivered, really keeps up the engagement.”

—JoAnne Rossouw, Head of Digital Learning, Nestlé



Key takeaways



Key Takeaways

Today's Reality

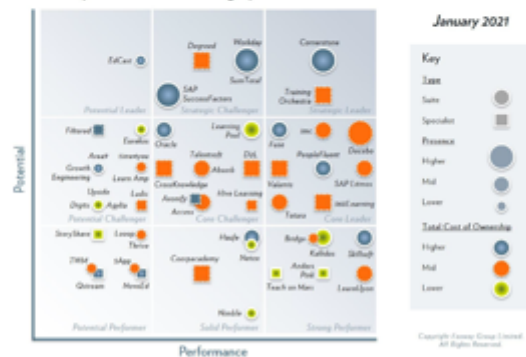
1. **The pace of change has accelerated.** Organisations must respond to this reality with resilience, adaptivity and continuous reskilling + upskilling + newskilling
2. **Organisational leaders and employees have rallied around the importance of skills,** but there are expectation gaps
3. **Employees are facing challenges with developing skills.** Time is their most often cited challenge

FOSWAY
GROUP

January 2021

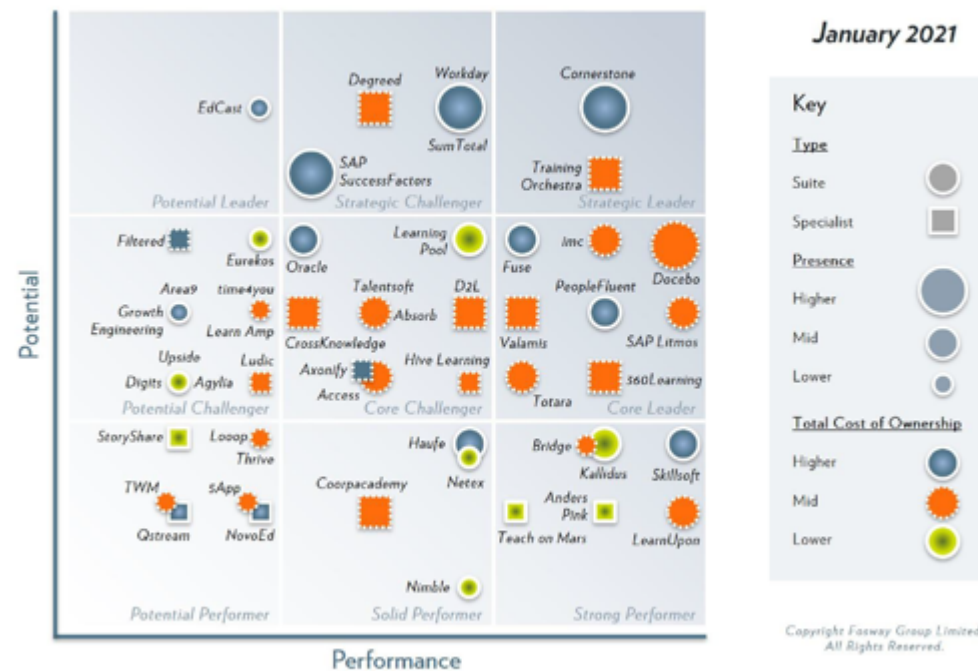
Independent Analysis of the Learning Systems Market

Fosway 9-Grid™ - Learning Systems



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January 2021



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Speak to our experts about putting skills and personalisation at the core of your learning strategy.