



# **Re-skilling in the age of digital transformation**

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CEO**



# What does Gartner say is HR's top priority for 2019?

## HUMAN RESOURCES

**HR leaders in 2019 will focus on building critical skills, strengthening the leadership bench and improving employee experience.**

Growing the business will be the top enterprise-level business objective in 2019, along with improving operational excellence and executing business transformation, according to HR leaders responding to the Gartner 2019 Future of HR Survey. As HR leaders look to support these corporate ambitions, the survey shows their top three key initiatives in 2019 will be to:

- 1 Build critical skills and competencies for the organization
- 2 Strengthen the current and future leadership bench
- 3 Improve the employee experience

# WHY?

# Digital disruption

CEOs are pursuing digital initiatives both to capture opportunity and to avoid being “Amazoned” away.

67% of business leaders agreed that if their company did not become significantly more digitalized by 2020, it would no longer be competitive.

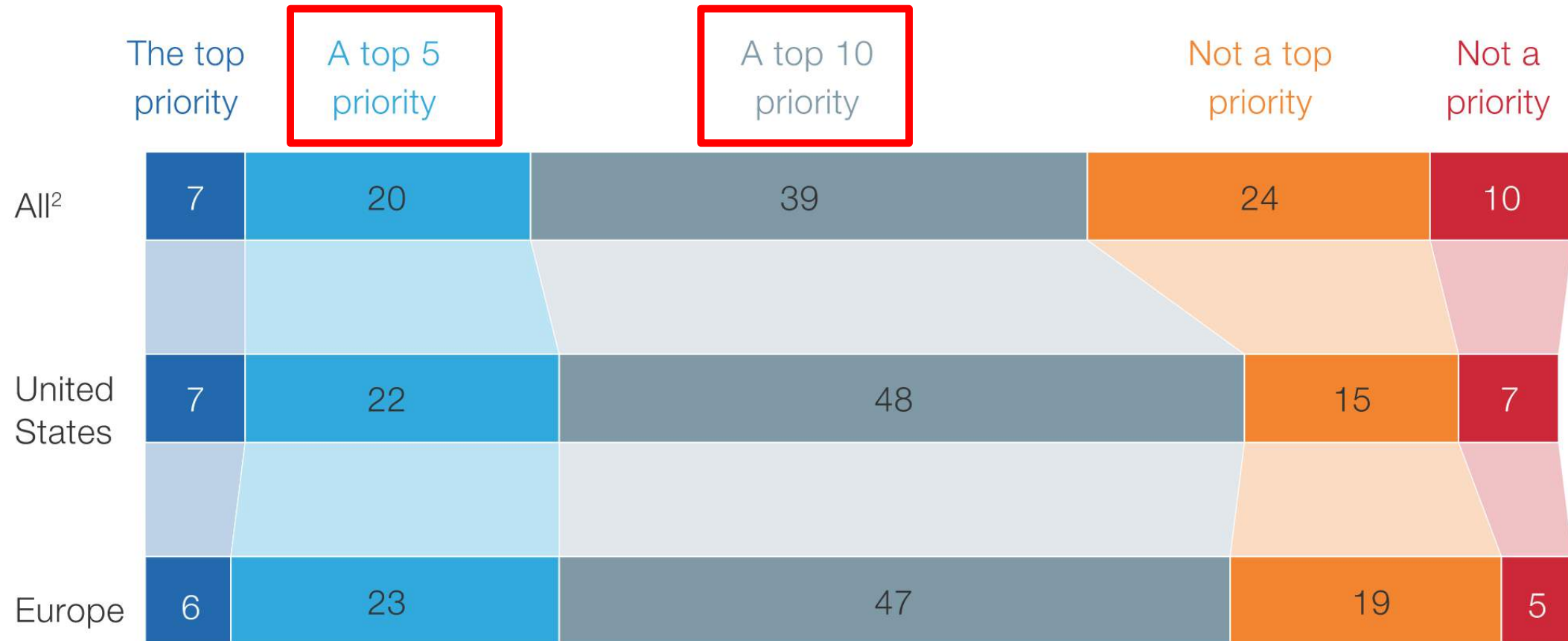
Different skill sets emerge, evolve and expire.

By 2030, 14% of the global workforce—may need to switch occupational categories as digitization, automation, and advances in artificial intelligence disrupt the world of work.

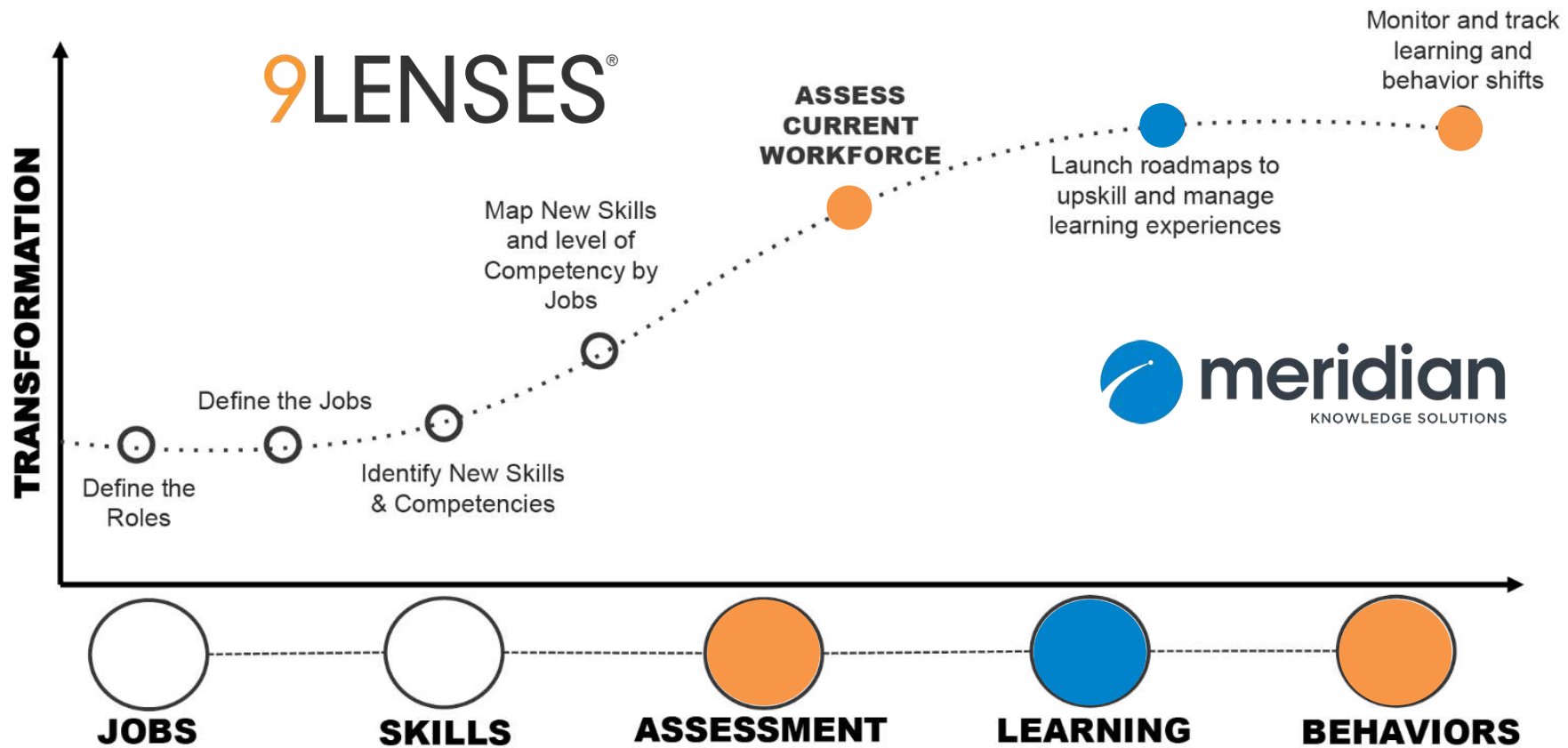
Skills companies require will shift, with profound implications for the career paths individuals will need to pursue.

Re-skilling is an urgent business priority.

**How important is addressing potential skills gaps related to digitization within the workforce?**



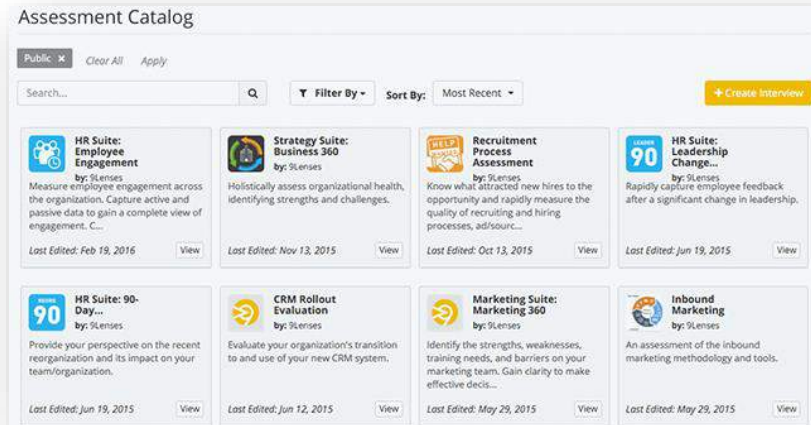
# Continuous Skills Development is Essential to Meet Fast-Paced, Changing Needs



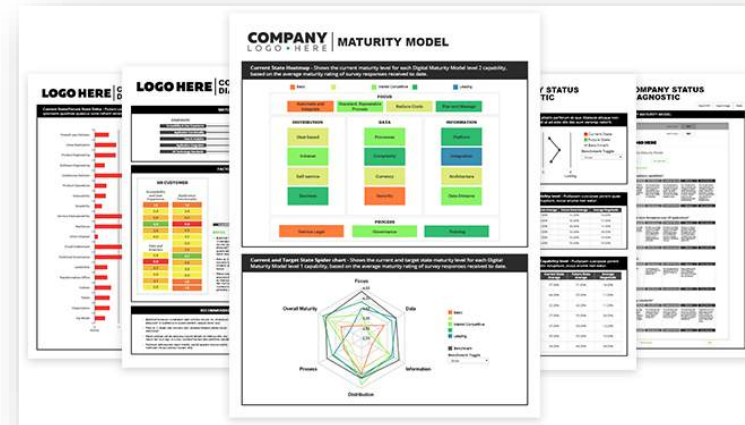
# Assessment Benefits

1. HR can partner with the business to drive meaningful outcomes (Opportunity)
2. Clarity on the skill gaps within the organization (Business problem)
3. Ability to create plans & strategies to close the gaps (Solution)
  - Create learning journeys tied to new roles/skills
  - Create individualized development plans
  - Reassess to measure impact & improvement
  - Purchase most relevant training content

# 9Lenses is an Assessment Management Platform



**Centralized Catalog to Host Your Assessments**



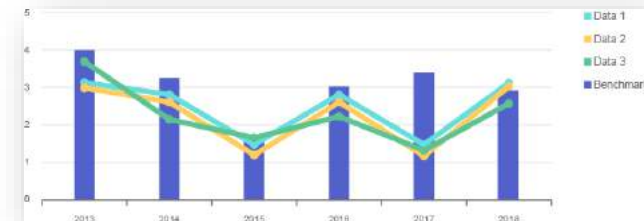
**Configure your Assessment IP, Frameworks and Visualizations**



**Survey Data Collection**



**Real Time Analytics and Dashboards**



**Automated Benchmarks & Measurement Over Time**



# Leverage Competencies and Proficiency Levels for Assessments

- Job Families
- Roles
- Skills/competencies
- Proficiency targets by role/skill

Your Competencies:		Your Frequency Levels:				
Analyzing Problems and Making Decisions		Never	Rarely	Sometimes	Very Often	Always
Innovation		Never	Rarely	Sometimes	Very Often	Always
Strategic Execution		Never	Rarely	Sometimes	Very Often	Always
Results Driven		Never	Rarely	Sometimes	Very Often	Always
Change Management		Never	Rarely	Sometimes	Very Often	Always

# Create library of Assessments—Administer easily via any device

**Obtains information about markets**

Please make a selection:

Aware	Active Learner	Able	Accomplished	Authoritative
Recognizes the need to gather information based on research	Identifies options for gathering information needed to inform marketing plans	Collects information and work with market research agencies to inform marketing plans	Manages information related projects and the MkIS	Defines and prioritizes the insights needed to achieve business and marketing goals

**Analyzes information for insights**

Please make a selection:

Aware	Active Learner	Able	Accomplished	Authoritative
Recognizes the need to analyze customer and market intelligence from multiple sources	Analyses intelligence on customers and the market to form insight	Analyzes and presents information from research and customer feedback as insights	Analyzes and presents information to generate insights that assist in the achievement of marketing goals	Develops the organization's environment customers business

**What best describes our organization's approach to professional development?**

Please select the option that best describes our current state.

☐ **Ad Hoc**

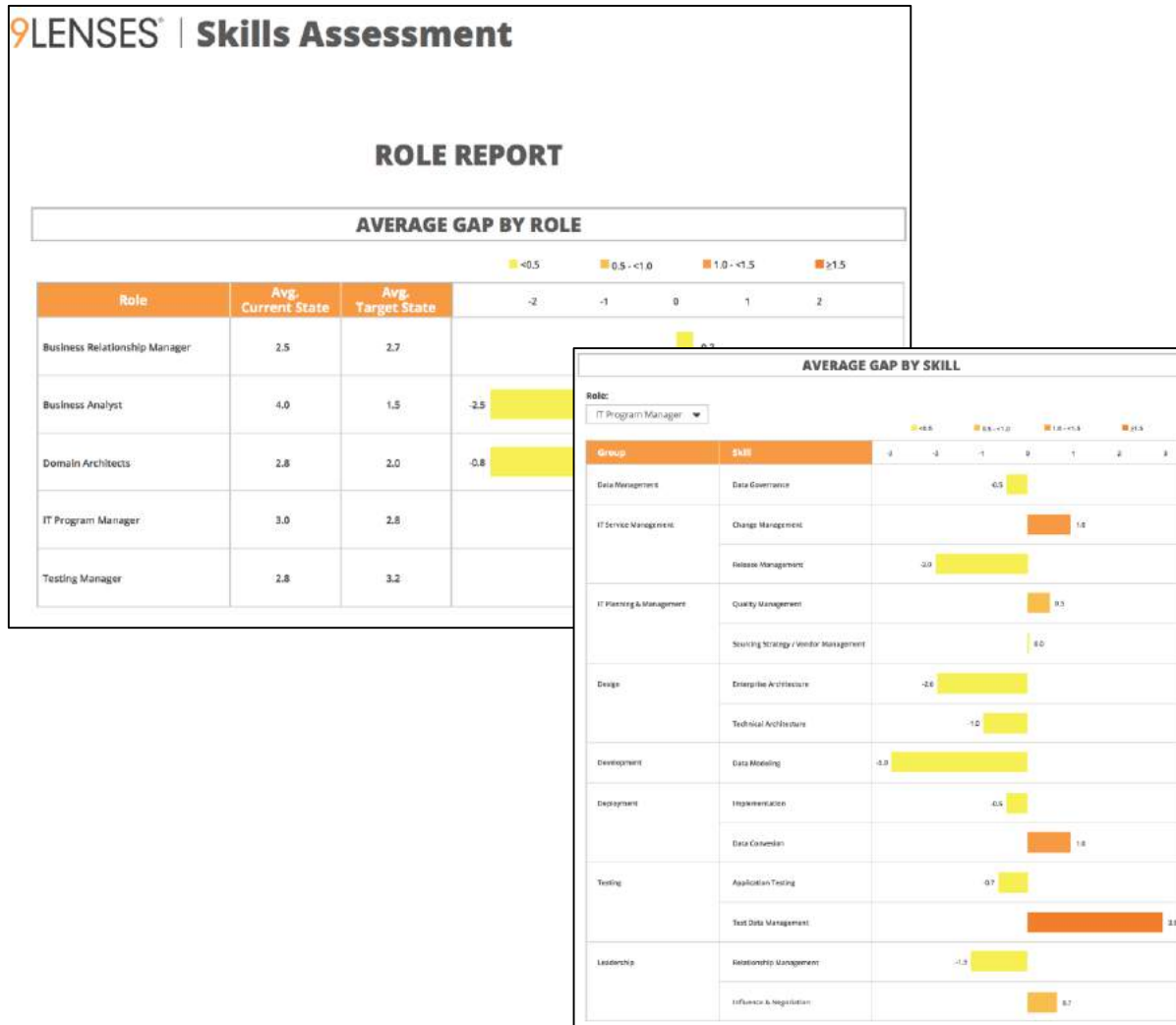
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☐ **Basic**

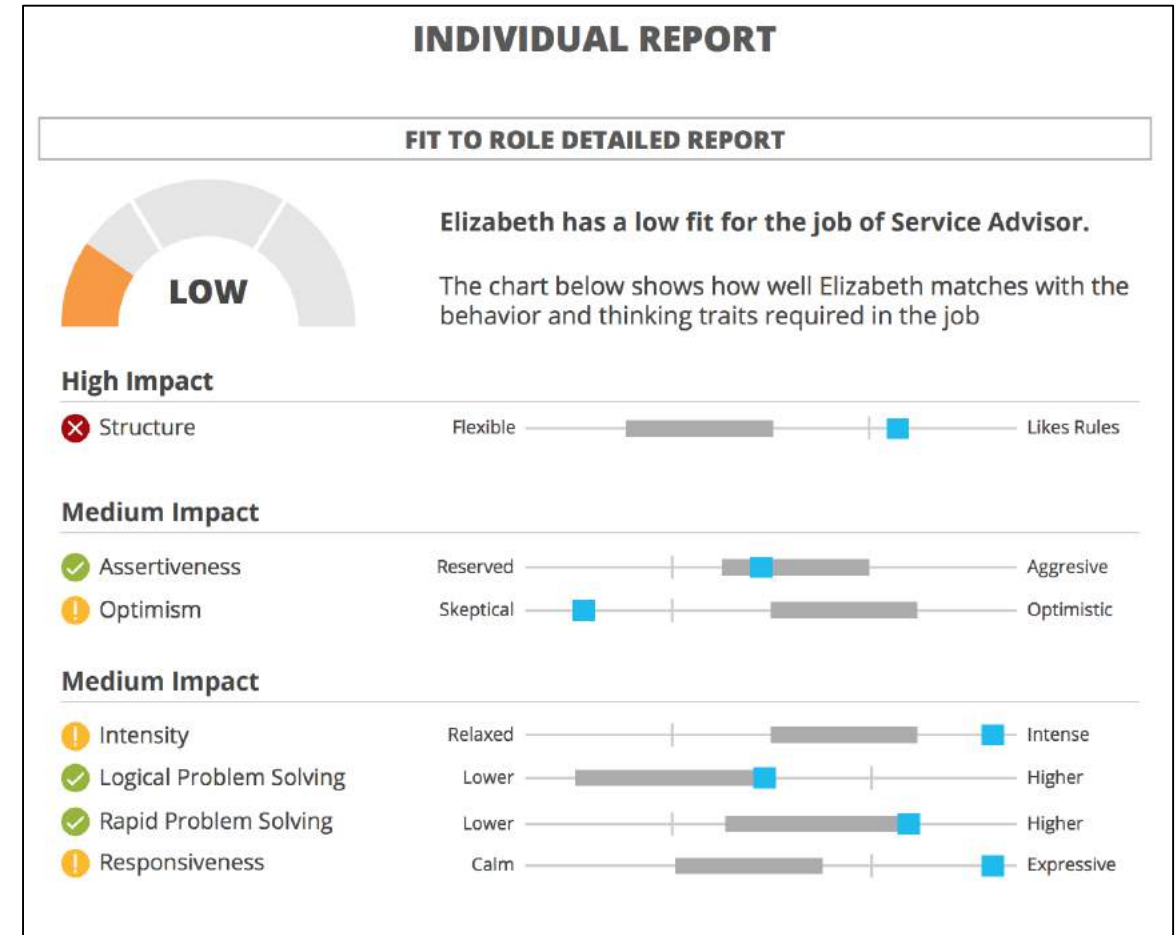
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# Insights Provide a Competency Baseline and Gap Analysis

## Aggregate



## Individual

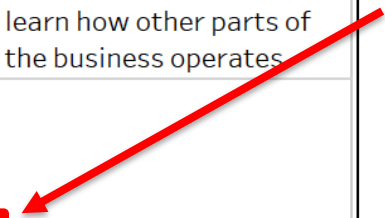


# Provide tailored development activities based on assessment outcomes

Development: Action Map				
Question	Response	Suggested Development Activity	Suggested Development Activity	Suggested Development Activity
Performance	Interested in advancing into roles with more breadth and responsibility	Join an external business-minded or professional organization	Conference & seminar attendance in a highly-considered program (internal or external)	
Values & Behaviors	One of the top performers who consistently demonstrates higher-than-expected results and fuels others (top 10% of organization)	Mentor someone; consider reverse mentoring opportunities	Work on an employee engagement initiative	Provide exposure to senior leadership
Career Aspirations	Is a role model of our values and behaviors and shows others the way	Access to self-paced learning programs to broaden skills	Job shadow to learn more about other areas and responsibilities	Serve on a cross-discipline committee or project to learn how other parts of the business operates
Learn & adapt	Effectively leads others and fosters high levels of team engagement	Take on new challenges in current position through projects, short-term assignments, or modifying responsibilities	Take styles assessment (DISC, Myers-Briggs)	
Impact	Expands and adapts in a changing environment as required	Mentor another	Complete Lean Yellow Belt training or other certification to excel in their craft	
Effectiveness w/ broader team	Is a role model of our values and behaviors and shows others the way	lead a group in a challenging assignment	Assign an executive coach or a senior leader as mentor	Complete a 360 and prioritize two leadership competencies for development



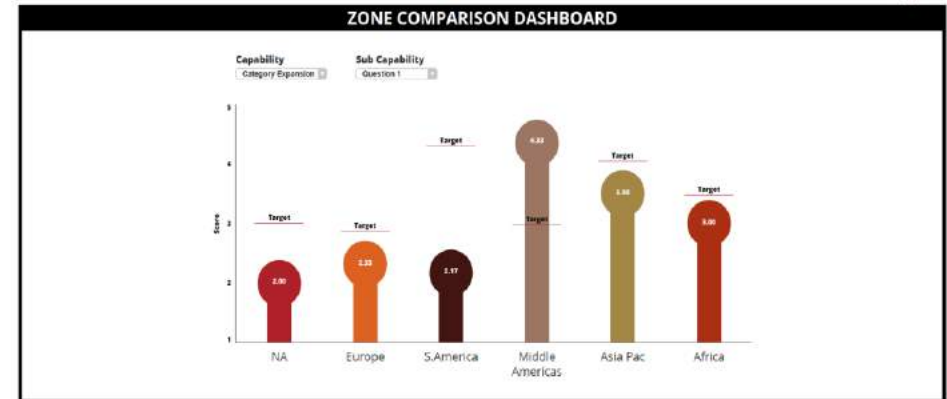
**Link to training within LMS**



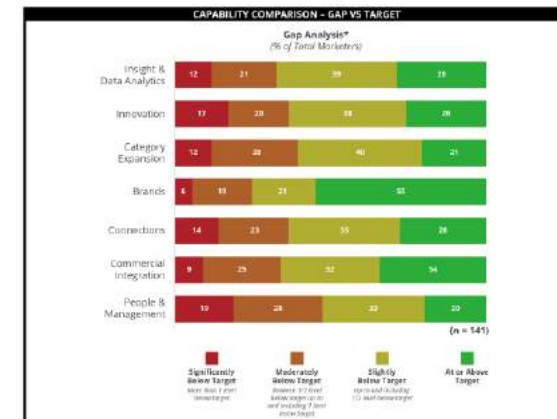
# Case Study: Fortune 500 Food & Beverage Company

## 9Lenses Platform Powers Global Marketing Skills Assessment

- 1,000 global marketing staff assessed against their Marketing Competency Model
- Needed to identify how each BU and region compared to target proficiencies
- Outcomes driving training and development initiatives by role & region



**Aggregate Skills compared to Target by Geo**



**Skill Gap By Function**

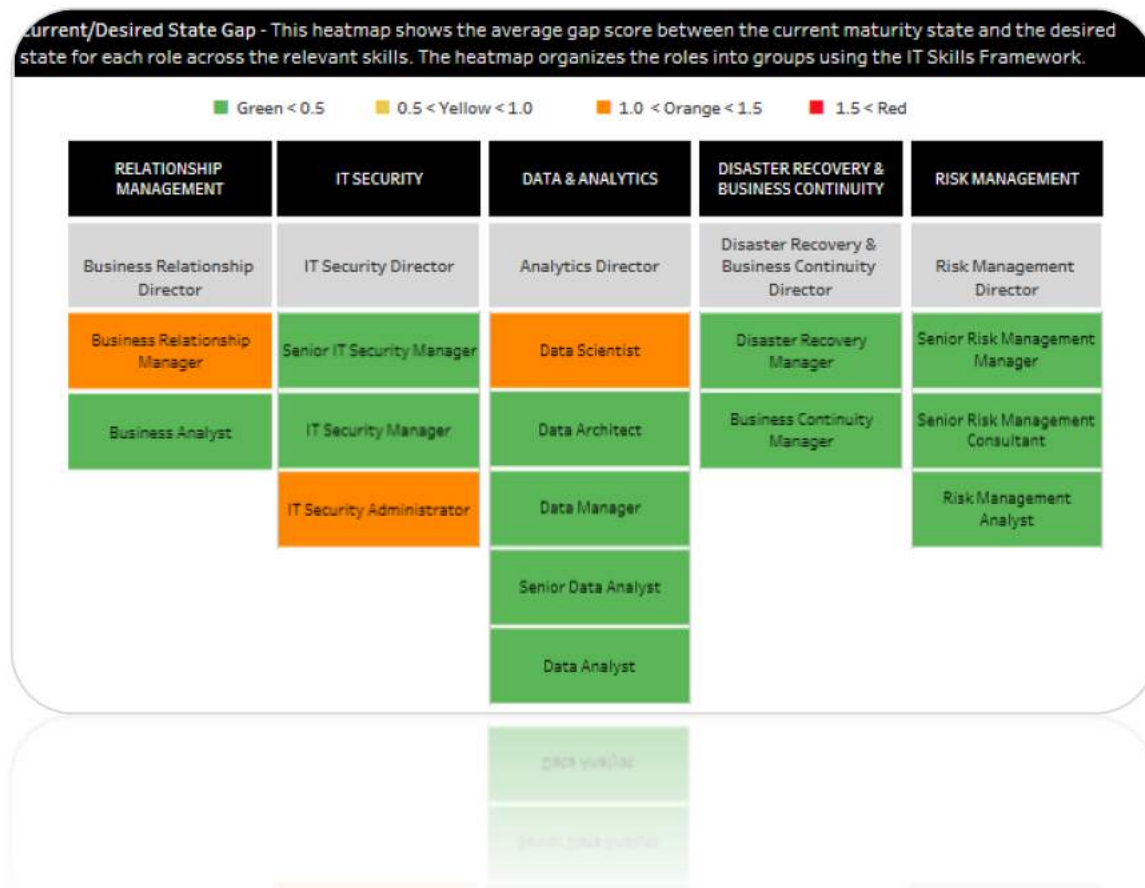
# Questions?



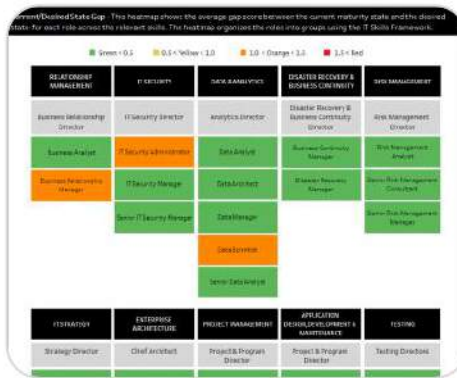
[www.9lenses.com](http://www.9lenses.com)



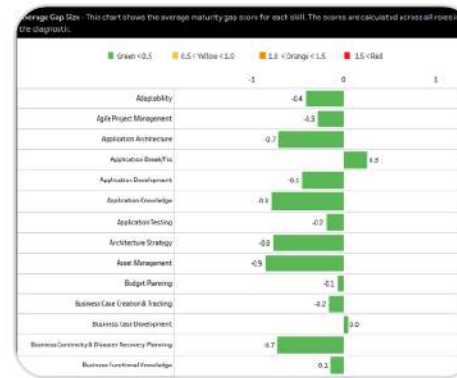
# The Insights Generated Provide a Competency Baseline and Gap Analysis



# Sample Skill Assessment Outcomes



**Current/Desired State Gap**



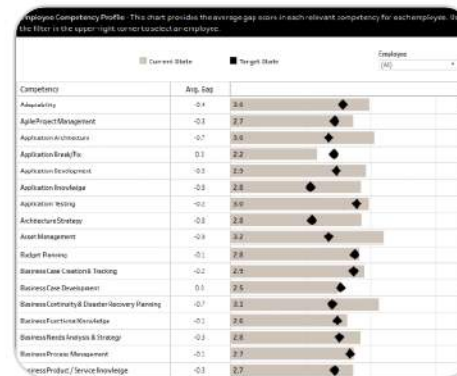
**Average Gap Size**



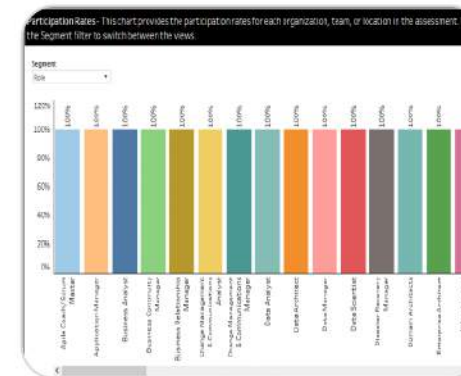
**Average Gap Size for each Role**



**Talent Pool Size**



**Employee Competency Profile**



**Participation Rates**



# Other Talent Assessments that Can Be Managed on the 9Lenses Platform



## SKILLS & COMPETENCY ASSESSMENTS

9Lenses can scale and operationalize your job competency and leadership models to ensure employees are setup for success.



## 360 DEVELOPMENT

9Lenses can incorporate your corporate values, attributes, and culture into 180 / 360-degree assessments and automate benchmarks across the organization.



## ENGAGEMENT

9Lenses can accelerate employee engagement initiatives by automating insights and analytics with role and segmentation-based dashboards for every leader.



## EXIT

Implement an automated exit interview capability to inform how to retain your top talent.



## CANDIDATE EXPERIENCE

9Lenses can power candidate experience assessments that integrate with your ATS and automatically report performance to recruiting managers globally.



## ONBOARDING

9Lenses can operationalize executive on-boarding to help leaders rapidly understand their organization so they can make strategies & decisions with confidence.