



Inspire
eCONFERENCE 2021 AUGUST 09-14





**AFRICA,
GET READY!**

Harnessing Emerging Skills

Anand Pillai -India

Top 10 skills of 2025

Type of skill

-  Problem-solving
-  Self-management
-  Working with people
-  Technology use and development



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility



Reasoning, problem-solving and ideation

Harnessing Emerging Skills

Learning Organization

**Employee Centric
Organization
(ECO)**

**The Four
Strands of ECO**

Employee Centric Learning Organization



Learning Organization - *Peter Senge,*

“A learning organization is a group of people working together to collectively enhance their capacities to create results they really care about.” *-The Fifth Discipline*



Learning Organization

An organization which constantly strives to facilitate its employees with all the **knowledge** and **learning tools**, to reap huge business profits and to *continue surviving as a winner in the competitive times.*

Employee Centric Organization (ECO)



Core of any
Company



Create Value for
Customers



Create Value for Customers
Focus on reaping
Core of any Company
Maximum Results



Focus on reaping
Maximum Results

The Four Strands of ECO

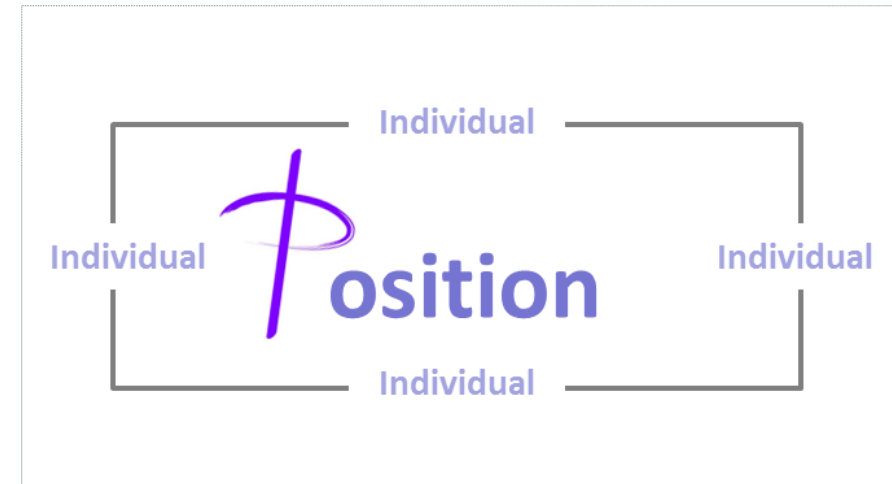


Career vs Succession planning

Focus is on the Individual



Focus is on the Position





4. Re-Skilling



1. Person centric Career Planning

A lifelong process, which includes **choosing an occupation, **getting** job, **growing** in our job, possibly changing careers, and eventually retiring.**





Succession planning enables your organization to **identify** talented employees, and provide education to **develop them for future** higher level and broader responsibilities.

2. Position Centric Succession Planning.

The development of "high potentials" to effectively take over the current leadership when their time comes to exit their positions is **Position Centric Succession Planning**. This type of leadership development usually requires the **extensive transfer** of an individual between departments.



Succession Planning – Best Practices

Deploying a Succession Management Process

Identifying the Talent Pool

Engaging Future Leaders

Monitoring and Assessing the Program

Recommendations for Success



Succession Planning – Best Practices

Deploying a Succession Management Process

Succession planning is an integral corporate process and there is a link between succession planning and overall business strategy. This link gives succession planning the opportunity to affect the corporation's long-term goals and objectives.

Identifying the Talent Pool

Engaging Future Leaders

Monitoring and Assessing the Program

Recommendations for Success

Deploying a Succession Management Process

Identifying the Talent Pool

Organizations use a cyclical, continuous identification process to focus on future leaders. And they use a core set of leadership and succession management competencies.

Engaging Future Leaders

Monitoring and Assessing the Program

Recommendations for Success

Deploying a Succession Management Process

Identifying the Talent Pool

Engaging Future Leaders

Individual development plans identify which developmental activities are needed, and the “best practice” firms typically have a mechanism in place to make it simple for the employee to conduct the developmental activities.

Monitoring and Assessing the Program

Recommendations for Success

Deploying a Succession Management Process

Identifying the Talent Pool

Engaging Future Leaders

Monitoring and Assessing the Program

Methods of assessment to monitor the succession planning process. These methods vary according to business goals and company culture.

Recommendations for Success



Deploying a Succession Management Process

Identifying the Talent Pool

Engaging Future Leaders

Monitoring and Assessing the Program

Recommendations for Success

Engage technology to support the process.

Making information timely.

Align succession management within overall business strategy.



Succession Planning – Best Practices

Deploying a Succession Management Process

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Monitoring and Assessing the Program

Recommendations for Success

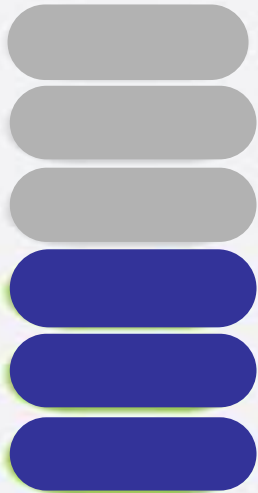
3. Career Customization



MASS CAREER CUSTOMIZATION

PACE

Accelerated



Decelerated

WORKLOAD

Full



Reduced

LOCATION/ SCHEDULE

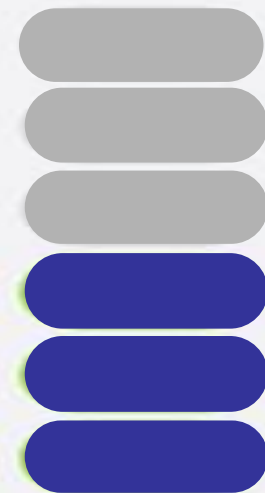
**Not
Restricted**



Restricted

ROLE

Leader



**Individual
Contributor**



Converging key trends

1 Shrinking Pool of Skilled Labor

2 Changing Family Structures

3 Increasing Number of Women

4 Changing Expectations of Men

5 Evolving Expectations of Gen X and Gen Y

6 Increasing Impact of Technology

The workforce has changed, but

the workplace has not.

“Business-as-usual is no longer an option”

Flexible Work Arrangements (FWAs)

Flextime

**Reduced Hours/
Part-Time**

**Compressed
Work Week**

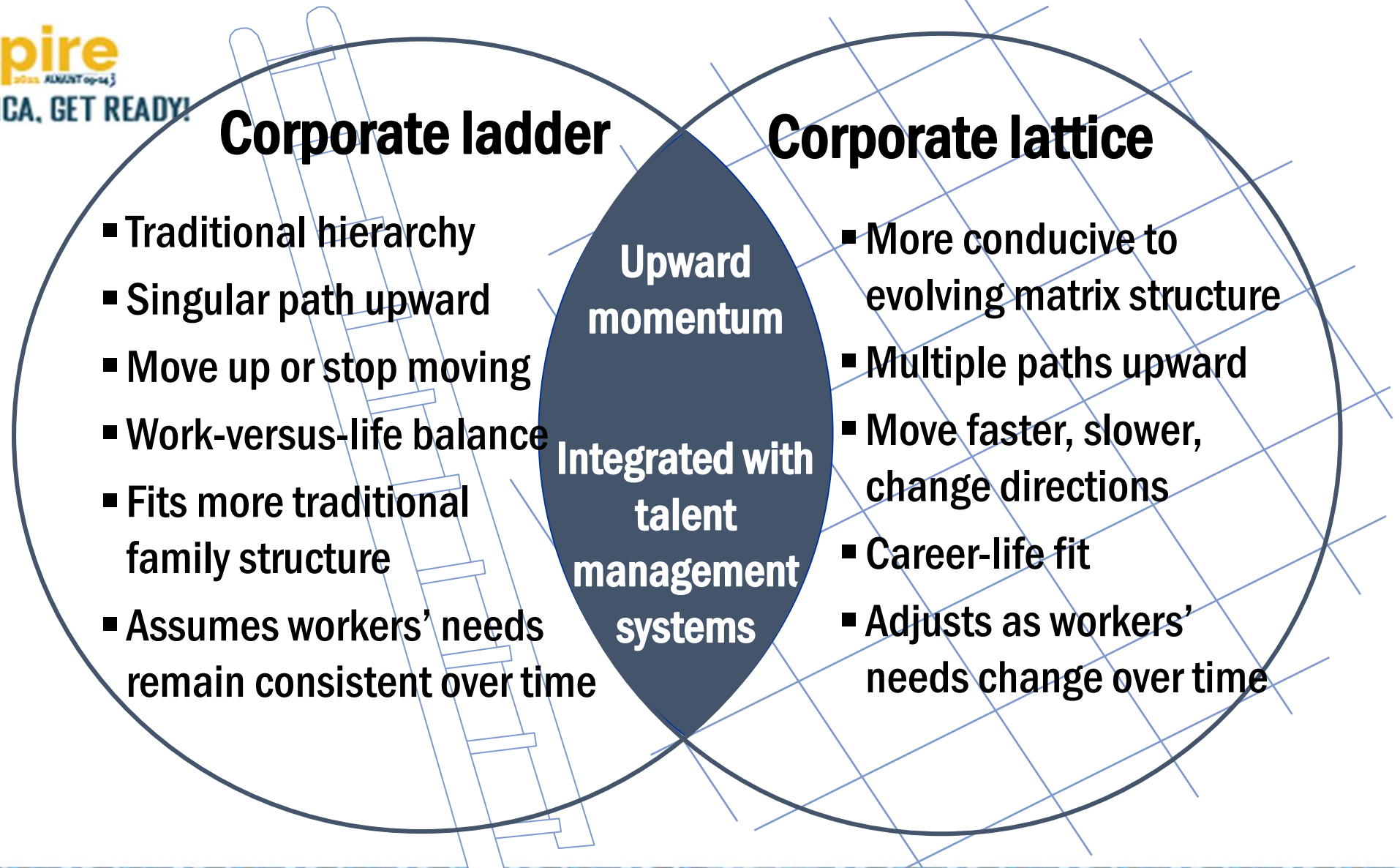
Banking of Hours

**Leaves/
Sabbaticals**

Job-Sharing

**Telework/
Telecommuting**

**Gradual
Retirement**



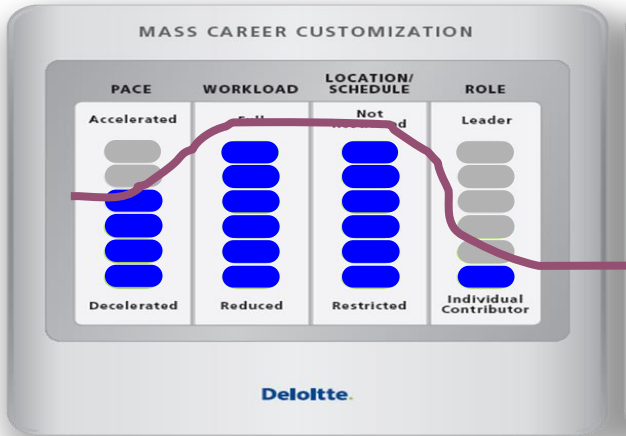


Career engagement wave

Stage 1

Career Years 1 - 5

Early Career

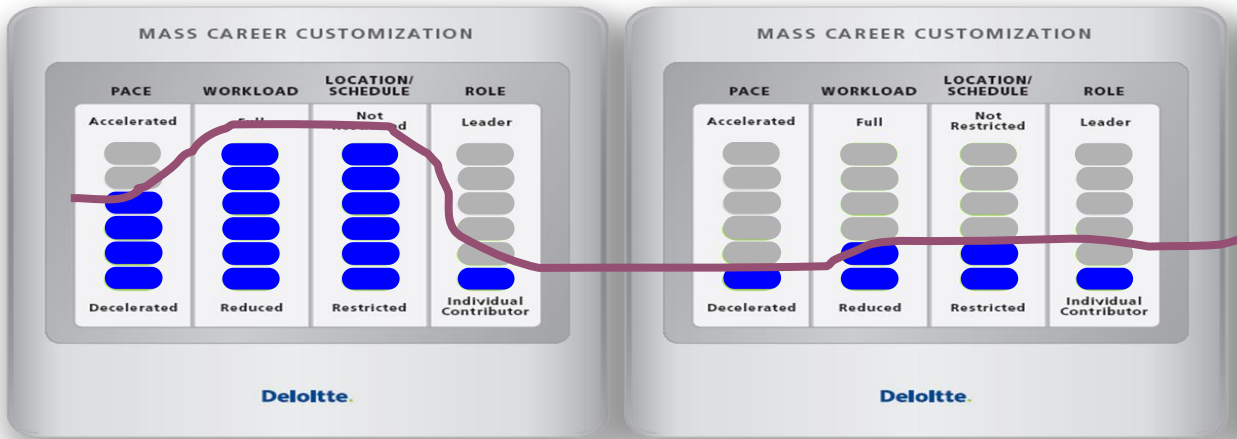


- **Progressing as an associate**
- **Working long hours**
- **Started a family**

Career engagement wave

Stage 1
Career Years 1 - 5
Early Career

Stage 2
Career Years 5 - 13
Young Children



- **Progressing as an associate**
- **Working long hours**
- **Started a family**

- **Left workforce , 3 young children**
- **Did occasional project work**
- **Spouse stayed in full time workforce**

Career engagement wave

Stage 1

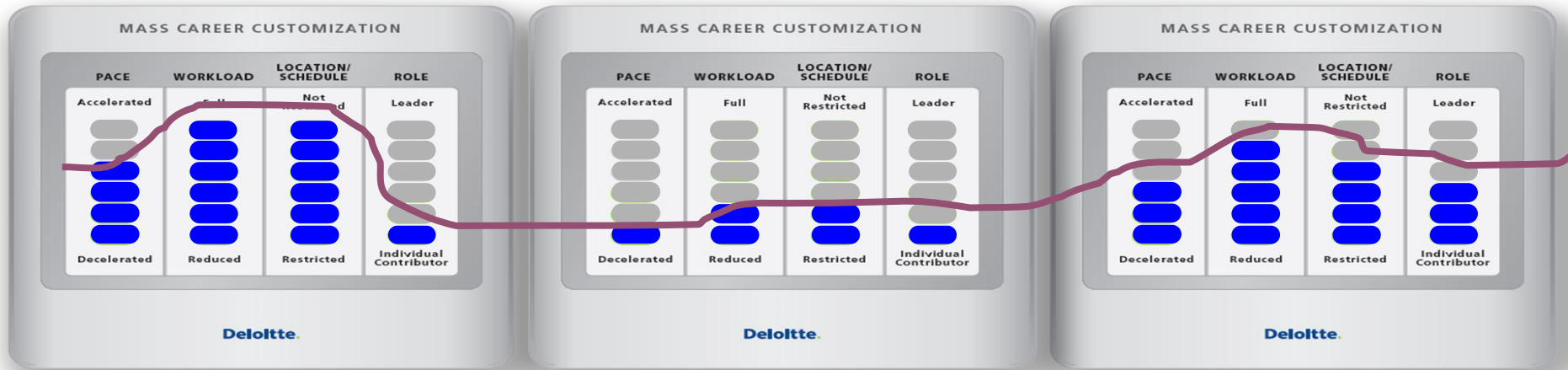
Career Years 1 - 5
Early Career

Stage 2

Career Years 5 - 13
Young Children

Stage 3

Career Years 13 - New Career



- Progressing as an associate
- Working long hours
- Started a family

- Left workforce to be with 3 young children
- Did occasional project work
- Spouse stayed in full time workforce

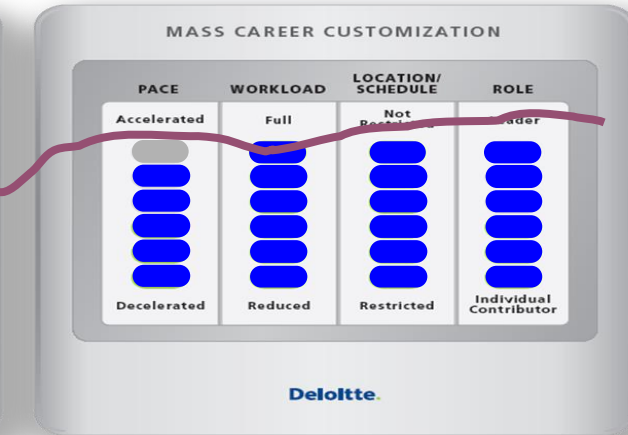
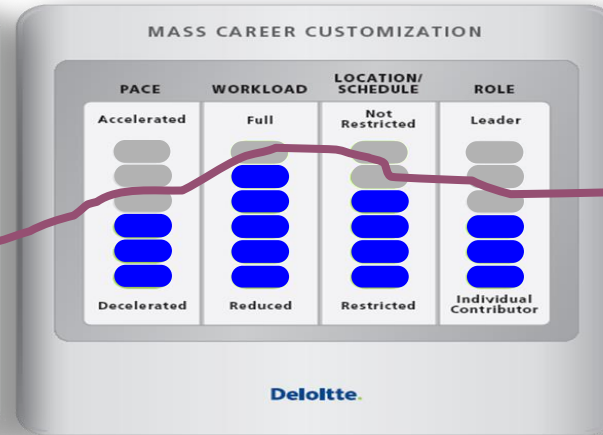
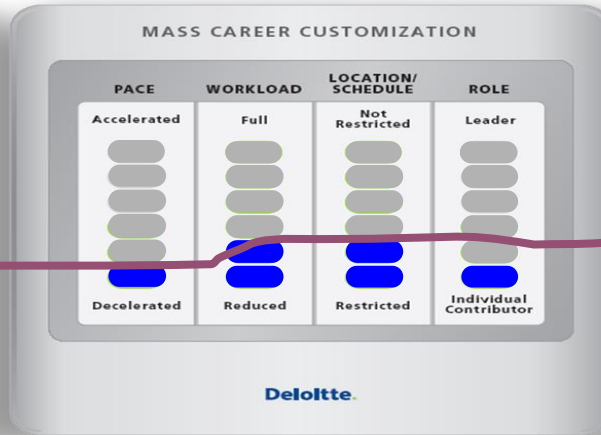
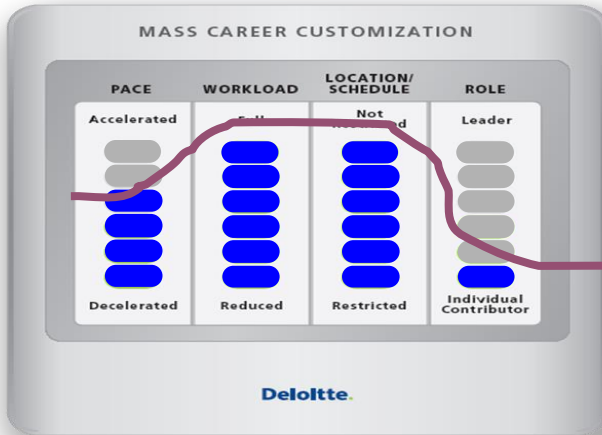
- **Started new career**
- **Worked 80% workload**
- **Restricted travel, 1 or 2 day trips**
- **Rose steadily to rank of partner**

Stage 1
Career Years 1 - 5
Early Career

Stage 2
Career Years 5 - 13
Young Children

Stage 3
Career Years 13 - New Career

Stage 4
Career Years 23+
Leadership



- Progressing as an associate
- Working long hours
- Started a family

- Left workforce to be with 3 young children
- Did occasional project work
- Spouse stayed in full time workforce

- Started new career
- Worked 80% workload
- Restricted travel, 1 or 2 day trips
- Rose steadily to rank of partner

- **Empty Nester w/3 grown children**
- **Travel Restrictions lifted**
- **Leadership Roles**
- **Takes Global Assignments**

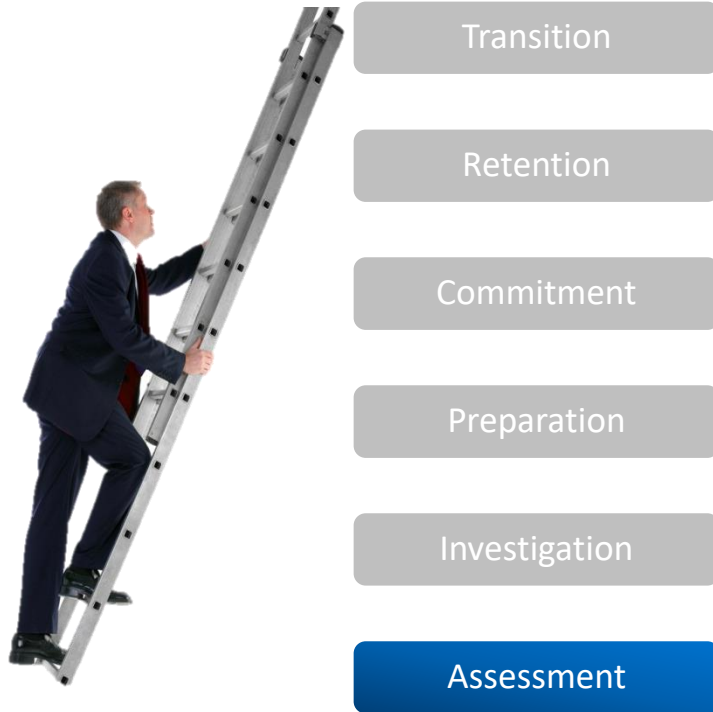
Career Customization – Stages

Modern Career Development



Career Customization – Stage - 1

Stages in an Individual's Life



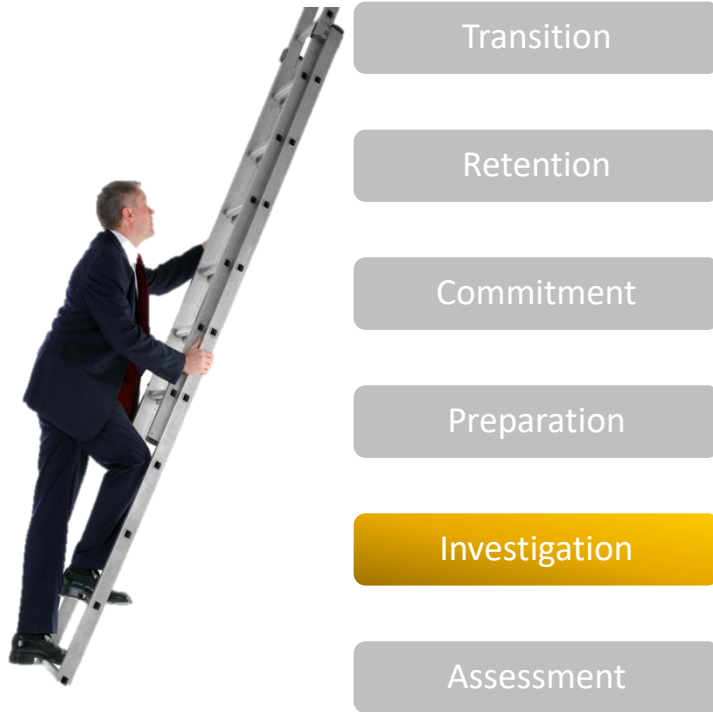
This stage is characterized by unawareness, in that you are not sure what your values, strengths, and weaknesses are.

Key characteristics

- Taking assessment instruments
- Working with a career counselor or career coach

Career Customization – Stage - 2

Stages in an Individual's Life



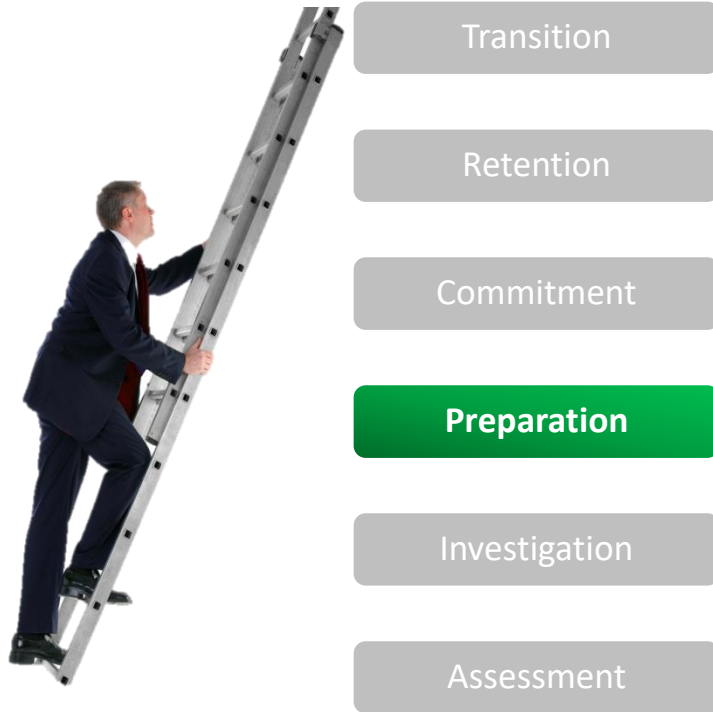
You research what work exists in the world. You are not sure what career options exist for you.

Key characteristics

- Researching the world of work
- Conducting informational interviews with people in your chosen field

Career Customization – Stage - 3

Stages in an Individual's Life



This stage is characterized by feelings of excitement, as you think of how wonderful it will be to perform meaningful work. However, there is still much work to be done, and to be successful, you have to prepare.

Key characteristics:

- Gaining knowledge and experience
- Setting goals and adopting a success-oriented mind-set

Career Customization – Stage - 4

Stages in an Individual's Life



You will feel confident that you have figured out what you are meant to do. At this stage, more than ever, you must focus your energy and keep your eye on the target.

Key characteristics:

- Conducting a job search
- Negotiating and accepting a job offer

Career Customization – Stage - 5

Stages in an Individual's Life



You will feel comfortable in your career field, as you will now have figured out how things work in your industry. You will continually update your skill set and stay current with industry standards.

Key characteristics:

- Providing first-class customer-service skills
- Building a professional network

Career Customization – Stage - 6

Stages in an Individual's Life



Transition

Retention

Commitment

Preparation

Investigation

Assessment

Feelings of discomfort in what you are unsure of what you will be doing next (and / or if you will be happy).

In this stage, you will learn to make conscious changes in your career direction.

Key characteristics:

- Making career changes
- Developing resiliency

4. Reskilling

1. Career Planning

2. Succession Planning

3. Career Customisation

4. Re-Skilling

ECO



Re-skilling – A Solution to Today's Challenge

Question

Managing growth, innovation, talent, engagement and performance when the pressure is to *do more with less!*



Solution

Re-skilling, training employees to perform a wider variety of tasks in order to gain flexibility in work scheduling and improved coordination.



Re-skilling – Skills management

Core Skills

Linked to Leadership / Business
and Development

Functional Skills

Linked to a Product / Technologies

Job Role Skills

Linked to Activities

A profession is a managed career track associated with a unique set of job responsibilities

A Job Role is related to a set of skills that defines a capability to perform a particular job



Re-skilling helps in..

Engaging and retaining skills

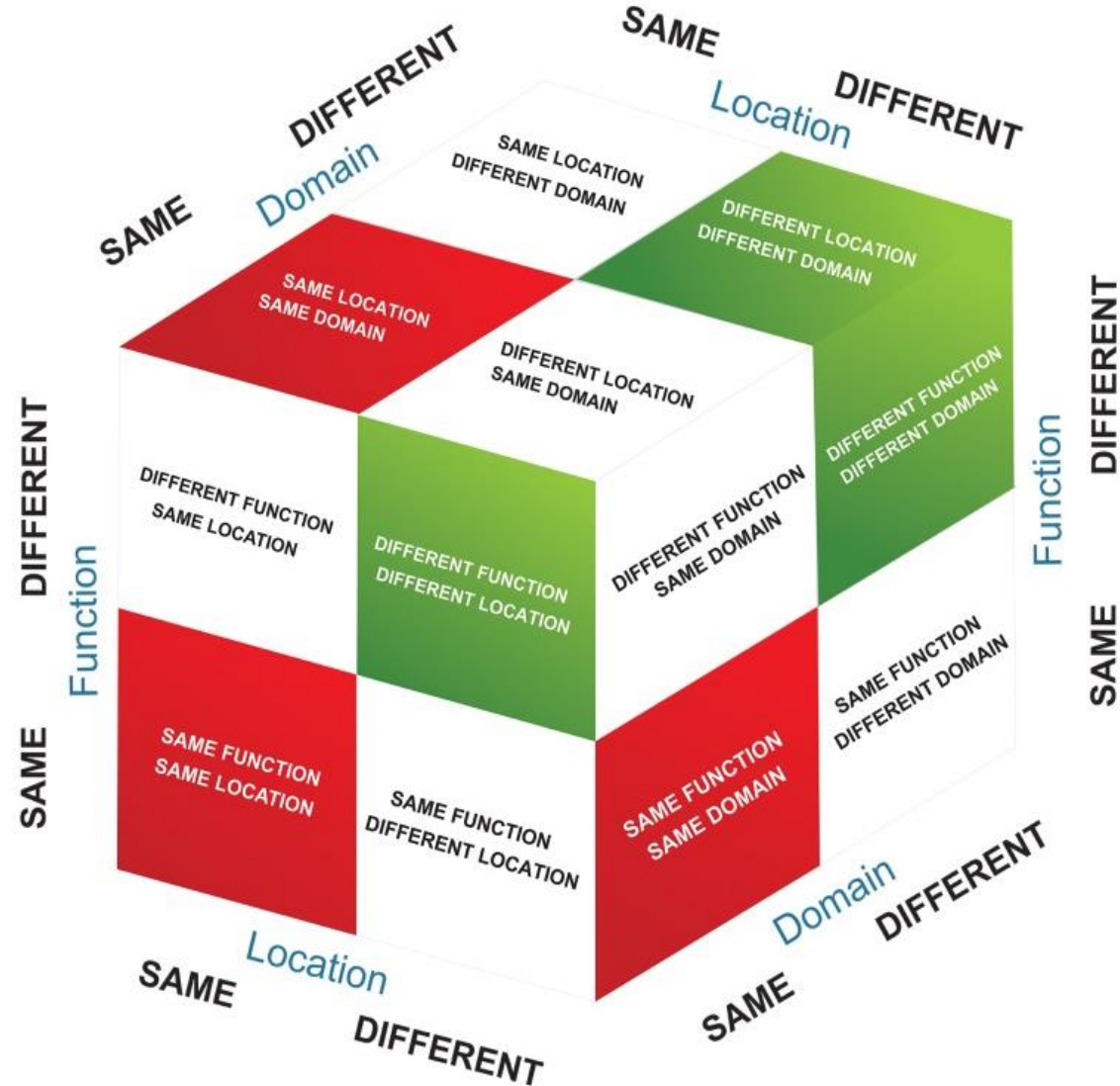
Managing, deploying right skill at right places

Reaping business benefits at low costs

COMFORT ZONE vs. COURAGE ZONE



The Career Rotation Cube





“The purpose of learning is growth, and our minds, unlike our bodies, can continue growing as we continue to live.”

- Mortimer Adler



CFO Question

***What if we train our
employees and,
they leave?***



CEO Question/Answer

What if we don't train our employees and, they stay?



Thank you
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