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# 5 Seismic Forces Driving the Reinvention of Learning & Talent: Winning The Skills War

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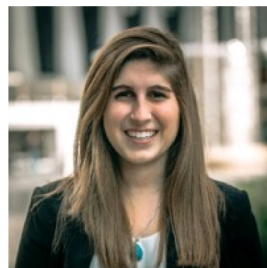


April 9, 2020



## Speakers:

- **Piers Lea**, Chief Strategy Officer, LTG (VectorVMS parent company)
- **Taylor Ramchandani**, Product Manager, VectorVMS



## Moderator:

- **Frank Enriquez**, Sr. Manager, CW Strategies & Research, SIA

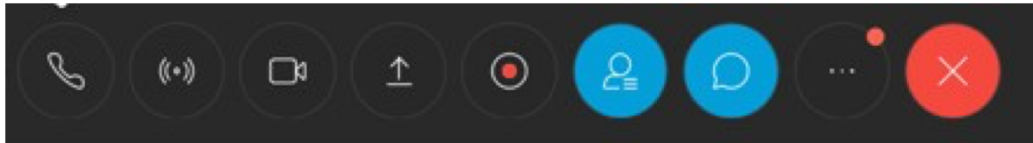
# Staffing Industry Analysts Product Overview



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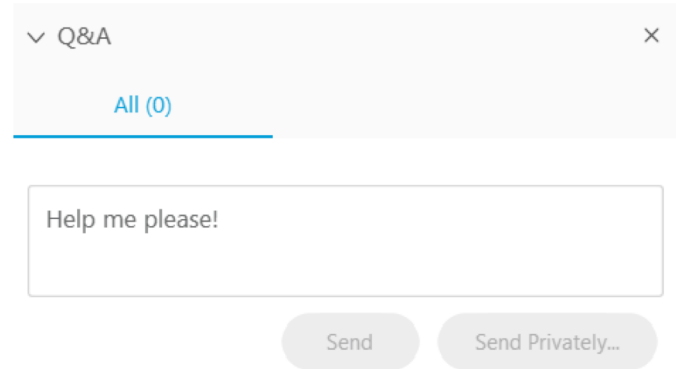
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Q&A

All (0)

Help me please!

Send Send Privately...

# The Reskilling Revolution



## DAILY NEWS

[VIEW ALL NEWS](#)

### WORLD ECONOMIC FORUM LAUNCHES 'RESKILLING REVOLUTION' WITH STAFFING FIRMS, OTHER BUSINESSES

January 22, 2020

[Email](#)



The World Economic Forum today announced the "Reskilling Revolution" initiative, which is aimed at reskilling a billion people around the globe by 2030. Companies taking part include The Adecco Group, ManpowerGroup, Infosys, LinkedIn, Coursera Inc. and Salesforce.

It comes as 75 million jobs are expected to be displaced by automation and technological integration in the coming years.

Reskilling Revolution is intended to serve as a platform for connecting and coordinating individual initiatives within specific countries, industries, organizations and schools, according to the World Economic Forum.

Examples of initiatives at the country level include the Pledge to America's Workers in the US, where private-sector companies have pledged more than 14.5 million career-enhancing opportunities for American workers over the next five years.

## DAILY NEWS

[VIEW ALL NEWS](#)

### TRAINING FOR WORKERS IS DRAWING HEADLINES, ALSO WORD OF THE WEEK

March 10, 2020

[Email](#)



It's a topic gaining more interest these days, and "training & accreditation" is this week's [word of the week](#).

This week's word follows a number of announced deals involving training and learning companies in recent weeks. In addition, World Economic Forum in January launched its "[Reskilling Revolution](#)" initiative. It's aimed at reskilling a billion people around the globe by 2030; several large staffing firms are taking part, including The Adecco Group and ManpowerGroup Inc.

Among the recent deals involving training firms, textbook publisher [John Wiley & Sons Inc.](#), in January acquired a 100% stake in mthree — a London-based firm that finds and trains workers in IT. Wiley paid \$129 million in cash.

In addition, training provider [Galvanize Inc.](#), was acquired by K12 Inc. for approximately \$165 million. And learning management platform provider [Cornerstone OnDemand Inc.](#), announced it struck a deal on Feb. 28 to acquire Saba Software, a Dublin, California-based company that operates in the learning and talent management spaces.

## DAILY NEWS

[VIEW ALL NEWS](#)

### AUTOMATION MAY REQUIRE UP TO 375 MILLION TO RESKILL BY 2030, MCKINSEY REPORT SAYS

November 30, 2017

[Email](#)



Between 75 million and 375 million workers globally will have to switch occupational categories and learn new skills by 2030 because of automation such as AI and robotics, according to [a new report](#) from McKinsey Global Institute, a think tank that is part of management consulting firm McKinsey & Co.

Titled "Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation," the report says jobs removed by automation could affect one-third of the workforces in the US and Germany alone

Jobs affected will vary by occupation and sector, according to the report. Physical jobs in predictable environments are the most susceptible to automation; these include operating machinery and fast-food jobs. In addition, jobs collecting and processing data are also susceptible; these include mortgage origination, paralegal work, accounting and back-office transaction processing.

# What do workers want?

*If your staffing firm offered free training opportunities, to what degree (on a 0-6 scale) would that interest you?*

	Percent
0=Not interested	8%
1	3%
2	4%
3	13%
4	14%
5	10%
6=It would be a huge benefit	47%
	N=3,777

Source: [North America Temporary Worker Survey: Satisfaction with staffing agencies and buyer clients, and what drives it](#)



# 5 Seismic Forces Driving the Reinvention of Learning & Talent: **Winning The Skills War**

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**Piers Lea,**  
Chief Strategy Officer, Learning Technologies Group

**Taylor Ramchandani**  
Product Manager, VectorVMS

**Live Webinar**  
**11:00AM ET**  
**April 9, 2020**



# Agenda

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- Introduction
- What are the Seismic Forces?
- Understanding how these forces impact recruitment
  - Full-Time and Contingent
- Conclusion: Using learning to win the skill war
- Questions

# Best-of-breed services and products



Content & Services (31%\*)

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Software & Platforms (69%\*)

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Software

VectorVMS

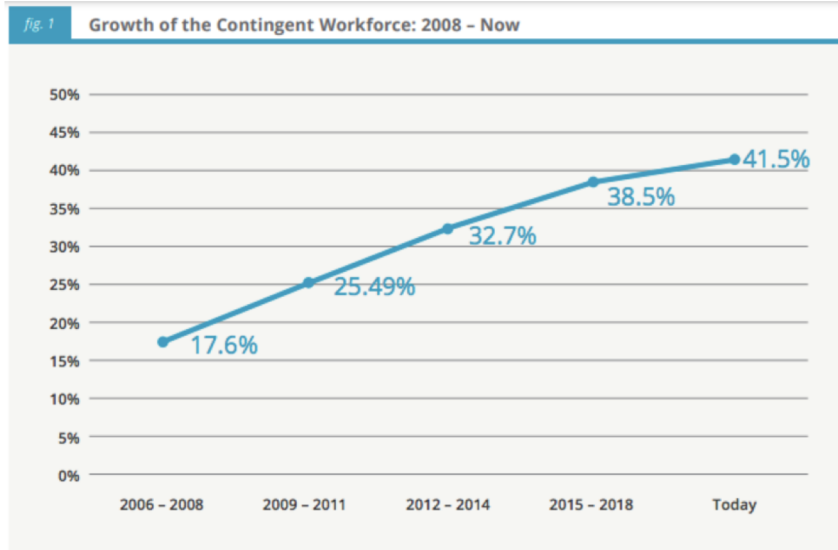
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# VectorVMS

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- **150+ clients**
- **\$4B in Annual Spend**
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- **Partner Network of MSP's**
- **Shared Managed Services Program Model**
- **Broader View of Talent**

# Evolving Workforce Management Models



- Organizational shifts in how to best manage talent
- Trend towards co-management of workers
- Engage learning managers with HR and procurement
  - Win the skills war across all labor categories
  - Help counteract the Seismic Forces

<https://fieldnation.com/insights/evolution-onsite-contingent-workforce>

# Introduction



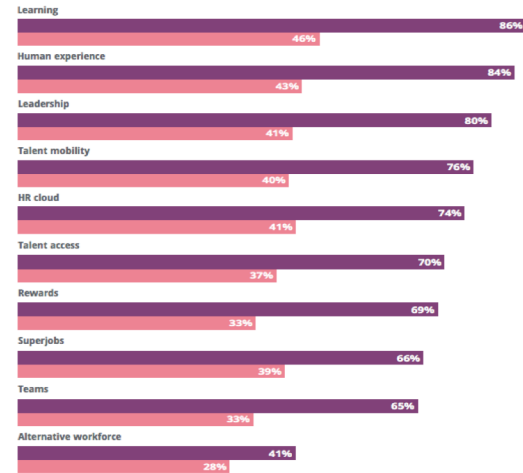
**5 Seismic forces = fuel for anyone in HR, procurement and LD to drive investment and change.**

- 82% of executives at companies with annual revenues exceeding \$100 million see reskilling as critical to business success in the next 5 years.

Source: [McKinsey Global Institute report - Future of Work 2018](#),

### Importance outstrips readiness for all 10 trends

■ Important or very important ■ Ready or very ready



Source: Deloitte Global Human Capital Trends survey, 2019.

According to [Deloitte's Human Capital Trends 2019](#), the year's top-rated trend is the need to improve Learning.

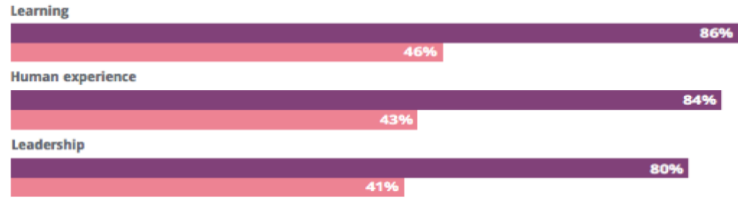
# Introduction

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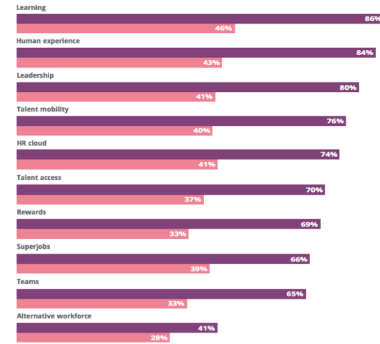
Source: [McKinsey Global Institute report - Future of Work 2018](#),

Learn more about the seismic forces in our latest [white paper](#).



Importance outstrips readiness for all 10 trends

■ Important or very important ■ Ready or very ready



Source: Deloitte Global Human Capital Trends survey, 2019.

According to [Deloitte's Human Capital Trends 2019](#), the year's top-rated trend is the need to improve Learning.

# Polling Question #1:

Are you leveraging learning to engage and attract talent?

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- Yes -- but we only have a strategy in place for full time workers
- Yes -- we have learning for all worker types including non-employee labor
- No -- we are not incorporating learning with our workforce today

# What are the Seismic Forces?

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1. The Complexity of Business and Work
2. The Pace of Change
3. Unprecedented Demographic Shifts
4. The Need to Compete through Productivity
5. Changing Relationship to Work

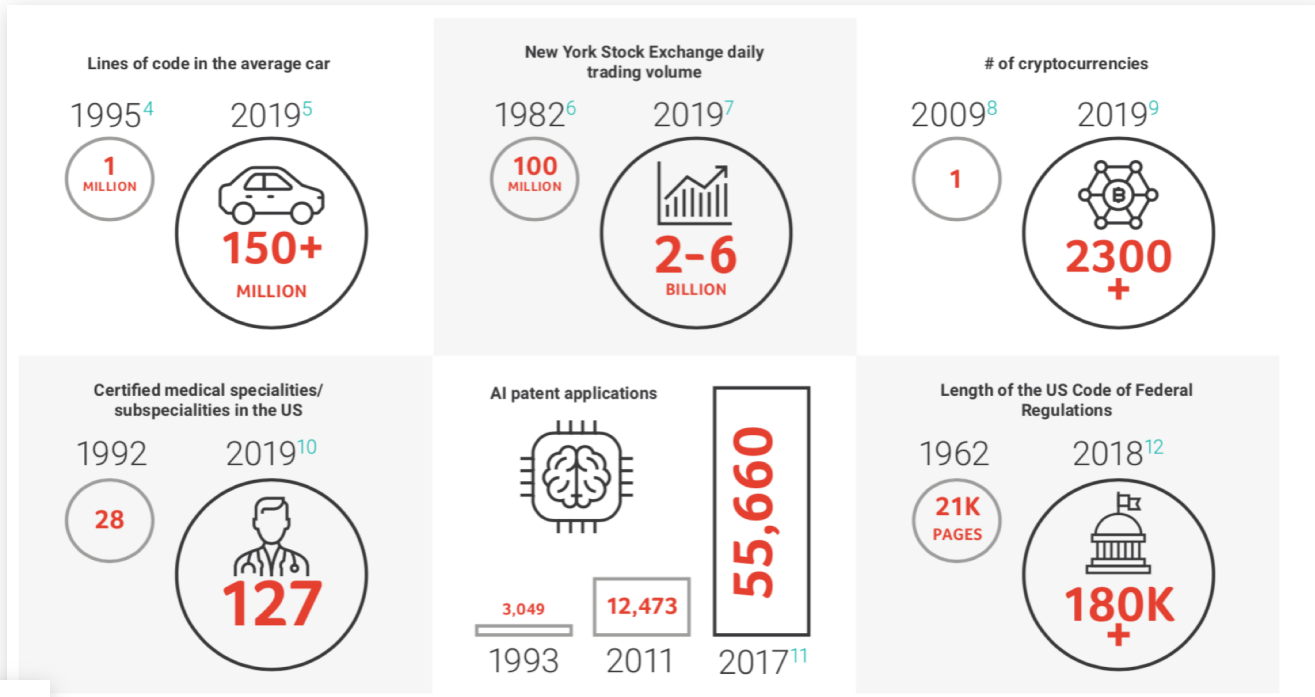


# What are the Seismic Forces?

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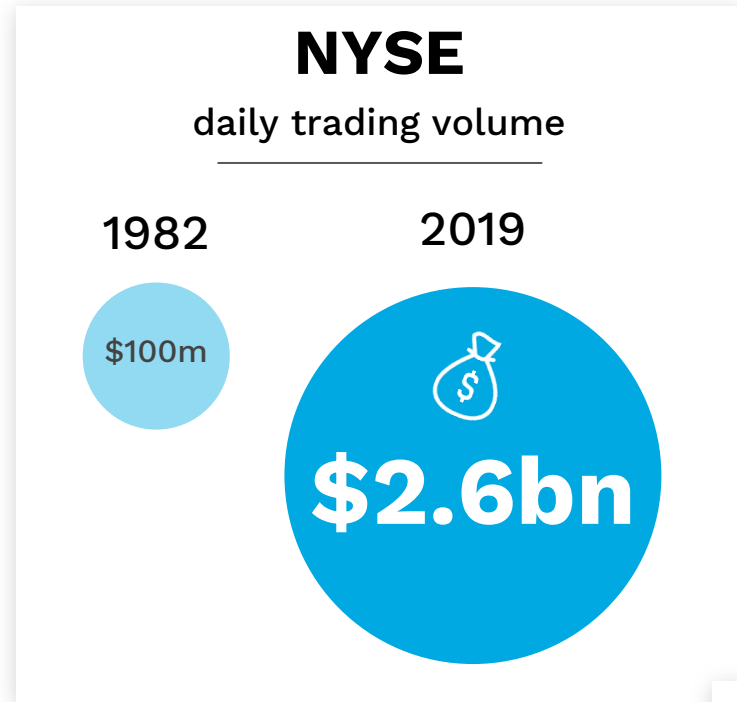
- 1. The Complexity of Business and Work**
2. The Pace of Change
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# 1. Complexity of business and work



# 1. Complexity of business and work: The Challenge

- Specialization within an industry decreases job mobility across that industry
- Environmental factors impact how we perform our jobs
- Complexity decreases time available to learn new things.
- Learning outside of current role can be distracting and lead to a lack of productivity



# 1. Complexity of business and work: The Solution

- Identify the skills (not jobs) needed and match people to them with a team view
  - When hiring, focus on learning agility and aptitude.
- Take learning into the flow of operational business.
- Use data to personalize learning that has the biggest potential impact on the organization.

Flip Torvald					
Budget:	\$1,500.00	Remaining:	\$345.00	Pending:	£170
MEMBER					
Angela Vigliotti					
Course	Title	Status	Pending Cost	Cost	
TM1205EN	Understanding the Motives of Millennials	Completed		€95.00	
Holly Vorhauer					
Course	Title	Status	Pending Cost	Cost	
COM3902EI	Targeting Your Message	Completed		€95.00	
Katie Valentin					
Course	Title	Status	Pending Cost	Cost	
COM3902FI	Targeting Your Message	Completed		€95.00	
PS5564FR	Uncovering the Root Problem	Waiting for approval	€75.00		
TM2305FR	Mediating Project Team Conflict	Completed		€95.00	
Marcelene Aspuria					
Course	Title	Status	Pending Cost	Cost	
COM3902EI	Targeting Your Message	Completed		€95.00	
PS5564EN	Uncovering the Root Problem	Not Attempted		€75.00	
TM2305EN	Mediating Project Team Conflict	Absent		€95.00	
Nadine Haas					
Course	Title	Status	Pending Cost	Cost	
COM3902EI	Targeting Your Message	Completed		€95.00	
PS5564EN	Uncovering the Root Problem	Not Attempted		€75.00	
Preethi Prashant					
Course	Title	Status	Pending Cost	Cost	
TM1205EN	Understanding the Motives of Millennials	Completed		€95.00	

# What are the Seismic Forces?

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1. The Complexity of Business and Work
- 2. The Pace of Change**
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## 2. Pace of change

**Of 133 senior executives asked, 71% indicated that pace of change was a key risk facing their organizations.**

It was a consistent concern across industries, with particularly high ratings in health care, insurance, and industrials.

Source: <https://www.cfo.com/risk-management/2019/07/new-top-emerging-risk-pace-of-change/>

Risk Management - July 24, 2019

Rank	3Q18	4Q18	1Q19	2Q19
1	Accelerating Privacy Regulation	Talent Shortage	Accelerating Privacy Regulation	<b>Pace of Change</b>
2	Cloud Computing	Accelerating Privacy Regulation	<b>Pace of Change</b>	Lagging Digitization
3	Talent Shortage	<b>Pace of Change</b>	Accelerating Privacy Regulation	Talent Shortage
4	Cyber Security Disclosure	Lagging Digitization	Lagging Digitization	Digitization Misconceptions
5	Artificial Intelligence (AI) / Robotics Skills Gap	Digitization Misconceptions	Digitization Misconceptions	Data Localization

## 2. Pace of change

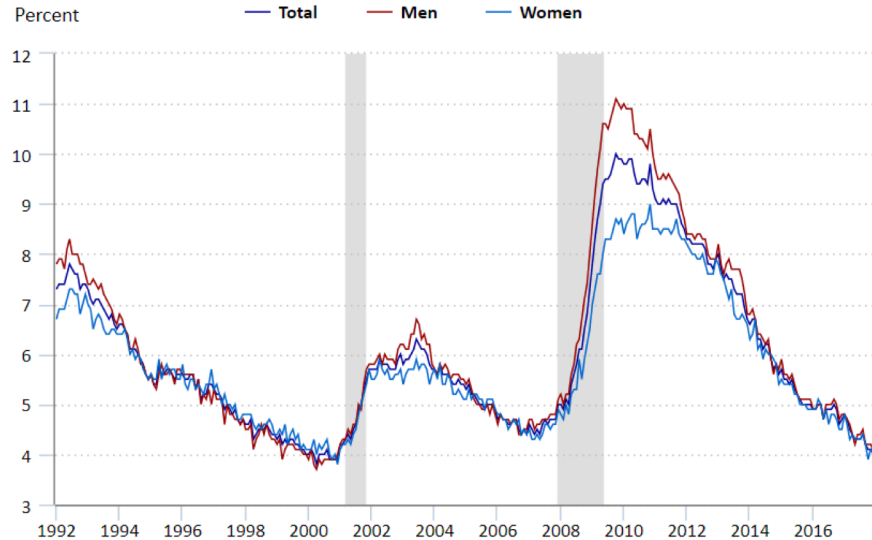
**We find ourselves in somewhat unprecedented but also familiar times financially. Change is constant and is sometimes hard to predict.**

It is in these times we need to keep up with our workers and remember things will get better.

Source: <https://www.bls.gov/opub/mlr/2018/article/great-recession-great-recovery.htm>

U.S. Bureau of Labor Statistics

**Figure 1. Unemployment rates, by gender, seasonally adjusted, 1992–2017**



## 2. Pace of change: The Challenge

---

- Factors outside of our control impact businesses
- World regulations and industries evolve quickly
- Traditional “Courses” can be slow to develop and distribute

**By 2022**  
**“...nearly 80% of organizational skills will have to be reprioritized or revisited because of digital business transformation.”**

- GARTNER



## 2. Pace of change: The Solution

---

- Blend communication into your learning strategy -  
- open channels to people.
- Mobilize the brainpower of your people by encouraging user-generated content and collaboration.
- Use learning to foster connectedness.
- Make managers the nexus of reskilling.

Casual background

Collaboration

From your phone



Zaki Setra

00:00

Great video... I've been wfh for years and my comfort is the radio on loud! Tv is too distracting for me, but Radio keeps me sane! Good luck.

[Reply](#)



Rose Benedicks

00:00

Hi Raye! This is awesome! Love the pineapple dot-art!

[Reply](#)



Geoffrey Bloom

03:10

Good advice Raye - thanksfor sharing :)

[Reply](#)



Patrick Thomas

Thanks Raye!

[Reply](#)



Day 2 - Shona Trumbo



Francesca Pillon

00:00

Thanks Shona, your video was awesome! it brought a very big smile on my face :D

[Reply](#)



Geoffrey Bloom

00:00

Lovely video Shona - made me smile

[Reply](#)



Julia Mendez Achee

00:16

Boooo Atlanta, Falcons LOL... I'm in New Orleans - Geaux Saints

[Reply](#)

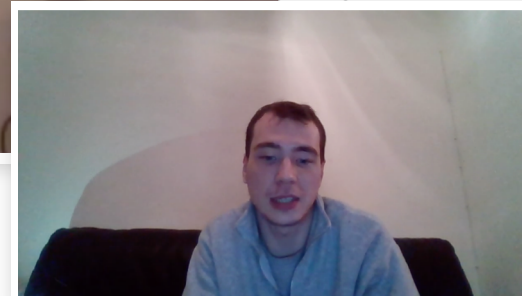


Ella Richardson

00:00

Is he a real life teddy bear?! Great name -

[Reply](#)



the list to do one of these - however short and sweet!

[Reply](#)



Julia Mendez Achee

00:15

Hello there, I'm Julia from New Orleans in the United States.

[Reply](#)



Patrick Billingsley

00:17

Love it - thanks for the book recommendation too, Tom!

[Reply](#)



Trevor Edwards

00:29

Good luck with that move!

[Reply](#)



Rich Calvert

00:31

A lakeway is also an essential component! Nice video Tom!

[Reply](#)

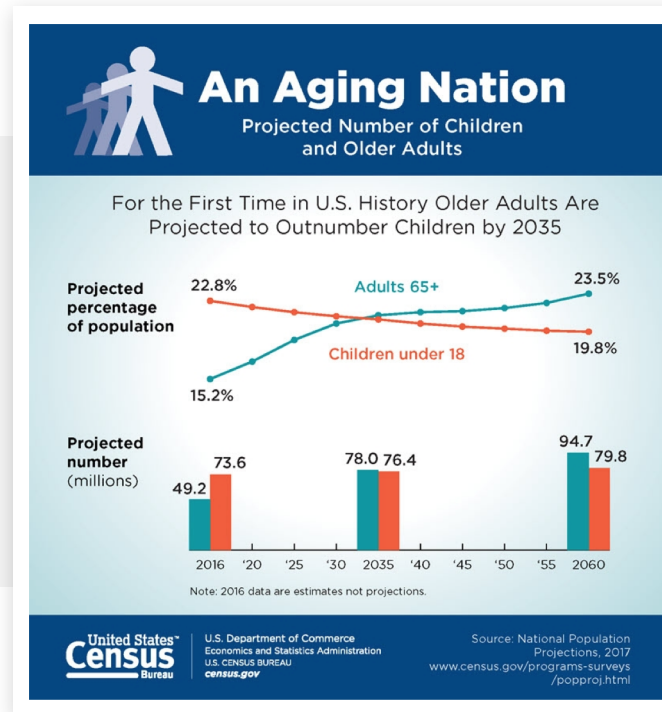
# What are the Seismic Forces?

---

1. The Complexity of Business and Work
2. The Pace of Change
- 3. Unprecedented Demographic Shifts**
4. The Need to Compete through Productivity
5. Changing Relationship to Work

# 3. Unprecedented demographic shifts

**Evolving social norms have altered the demographics of the nation.**



Source: U.S. Census Bureau  
[Available online.](#)

“Older People Projected to Outnumber Children for First Time in U.S. History.”

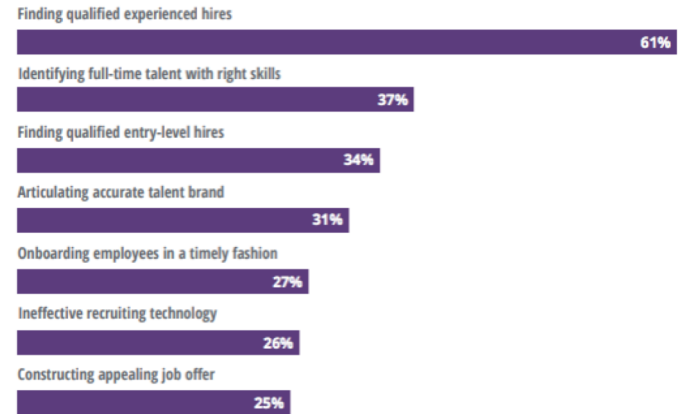
### 3. Unprecedented demographic shifts: The Challenge

- Smaller workforce allows flexibility for the employee
- High competition for being the employer of choice
- Challenges to capture and redistribute knowledge from more experienced and retiring staff

FIGURE 1

#### Finding qualified talent is among recruitment's biggest challenges

What are the biggest challenges with the talent acquisition process? Select all that apply.



Source: Deloitte Global Human Capital Trends survey, 2019.

### 3. Unprecedented demographic shifts: The Solution

---

- Retain the staff you have through career growth and development (i.e., stellar learning experience)
- Build a learning relationship with job seekers before they apply
- Create programs and incentives for experienced employees to mentor early-career staffers
- Improve diversity outreach and recruiting strategies

## Polling Question #2:

Which alternative sourcing methods are you using today?

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Freelance management system

Crowdsourcing

Direct sourcing

Not using alternative sourcing today

Online staffing

# What are the Seismic Forces?

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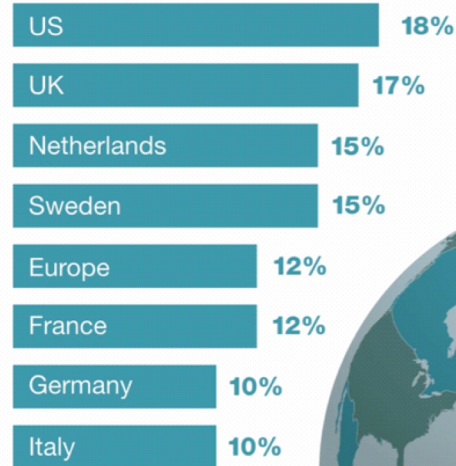
1. The Complexity of Business and Work
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# 4. Need to compete through productivity

“Business analysts of all stripes are calling for a ‘productivity recovery’ and projecting that as much as 90% of future growth will need to come from productivity.”

## Captured digitization potential



**Europe** and the **United States** have captured only a small percentage of the potential from digitization.



McKinsey&Company

Source: McKinsey Global Institute (MGI) analysis; see "Digital Europe: Realizing the continent's potential," MGI, June 2016, on McKinsey.com

#DigitalEurope

Source: McKinsey Global Institute

## 4. Need to compete through productivity: The Challenge

- As speed and complexity increase it is hard to maintain productivity
- Rising use of automation and systems -- people are unable to keep up
- Lack of collaboration across departments impedes productivity
- Work meaning and purpose are not always conveyed

***“70% of employees say they’ve not mastered the skills needed for their job”***

- GARTNER

## 4. Need to compete through productivity: The Solution

---

- Define and document the role of talent and learning in driving productivity.
- Focus on areas of operation in which productivity gains will create competitive advantage.
- Focus on driving team performance.
- Empower managers to make better decisions.
- Ensure teams have the diversity they need to succeed.

# What are the Seismic Forces?

---

1. The Complexity of Business and Work
2. The Pace of Change
3. Unprecedented Demographic Shifts
4. The Need to Compete through Productivity
- 5. Changing Relationship to Work**

# 5. Changing relationship to work

An “opportunity to learn” is the top reason people choose a new job or employer.

Source: [Deloitte’s 2019 Human Capital Trends report](#)

## Gen Z

Make up one-quarter of America's population, making this generation larger than Baby Boomers or Millennials.

**This generation is motivated by social rewards, mentorship, and constant feedback. They also want to do meaningful work and be given responsibility. Like their predecessors, they also demand flexible schedules.**

Other ways to motivate this generation is through experiential rewards and badges such as those earned in gaming and opportunities for personal growth. They also expect structure, clear directions, and transparency.

Source: Rampton, J. (17 Oct 2017). “Different Motivations for Different Generations of Workers: Boomers, Gen X, Millennials, and Gen Z.” *Forbes*. [Available online](#).

# 5. Changing relationship to work: The Challenges

---

- There are five different generations all with different relationships to work
  - Organizations need to flex to Gen Z ways of thinking
- People may not always understand how their work aligns with the mission and goals of the company
- Setting up development and succession paths that are attractive to all generations in the workforce

# 5. Changing relationship to work: The Solutions

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- Make employees feel welcomed, included, engaged, and valued.
- Fully integrate learning throughout the employee lifecycle and in the flow of work as a key part of creating a great employee experience
- Train managers to be a touchstone for the employee experience, and especially learning.
- Personalize learning.

## Polling Question #3:

Do you see incorporating learning into your contingent workforce process as beneficial?

- Yes -- I feel like learning could be beneficial to helping me attract and engage talent
- No -- I do not feel learning will help me attract and engage talent
- No -- I am already using learning



## Polling Question #4:

Of those wanting to incorporate learning into contingent workforce what is the driving factor (select top 3)?

- Building trust with contingent workers to reduce turnover
- Positioning myself as an employer of choice to attract new talent
- Building relationship with workers to increase conversions
- Spreading knowledge across generations to reduce skill gaps
- Reducing speed to efficiency at onboarding
- I don't feel the need to incorporate learning

# Conclusion:

The world of work is changing and we need to invest in all worker types to remain competitive and win the war on skills.

---

Work across your HR, Procurement and L&D teams to reskill your workforce and counteract:

1. **The Complexity of Business and Work** by weaving learning into the flow of operational business while always looking for top talent across worker types.
2. **The Pace of Change** by augmenting learning using immersive techniques that are well communicated
3. **Unprecedented Demographic Shifts** by empowering knowledge transfer and talent pool growth
4. **The Need to Compete through Productivity** by clearly defining purpose of work and driving team performance through learning
5. **Changing Relationship to Work** by personalization of learning based on worker receptiveness

A Human Framework for Reskilling:

# How 5 Seismic Forces Are Driving the Reinvention of Learning & Talent

**Piers Lea**

Chief Strategy Officer , Learning Technologies Group

**Taylor Ramchandani**

Product Manager, VectorVMS

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[www.vectorvms.com](http://www.vectorvms.com)

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**Get in touch! We want to hear your thoughts.**



# Time for Your Questions...



# SIA CWS Council Member Resources



- [VMS Global Landscape and Differentiators Full Report 2019](#)
- [SIA 2019 Buyer Survey](#)
- [North America Temporary Worker Survey: Satisfaction with staffing agencies and buyer clients, and what drives it](#)
- [Toward a Total Talent Future](#)

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The logo for VectorVMS consists of a blue, downward-pointing chevron shape on the left. To its right, the word 'Vector' is written in a grey sans-serif font, and 'VMS' is written in a larger, bold grey sans-serif font.



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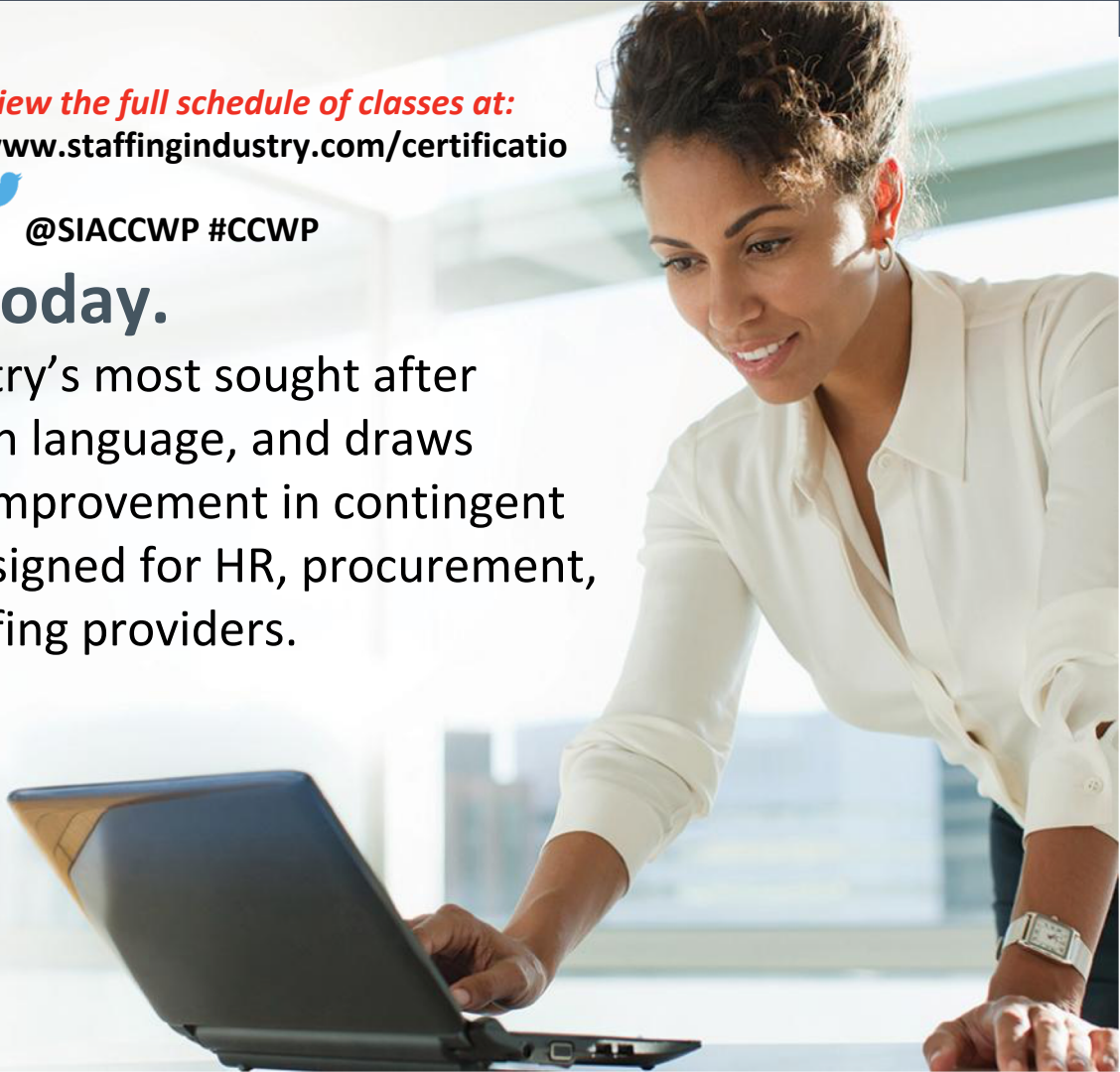
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