



April 2023

ASU GSV

# Skills Portfolio Management

A strategic approach to building a future-ready L&D organization

# Senior Stakeholder Skills Review: 2028(ish)



## Considerations

What might we present?

How might we present it?

What would be of strategic importance?

# Walk away with a...

- **Conceptualization of 'Skills Portfolio Management'**
- **Realistic view** of the benefits and challenges
- **Useful strategic use case idea(s)**
- Better grip on the **necessary building blocks**
- Sense of **audacity**

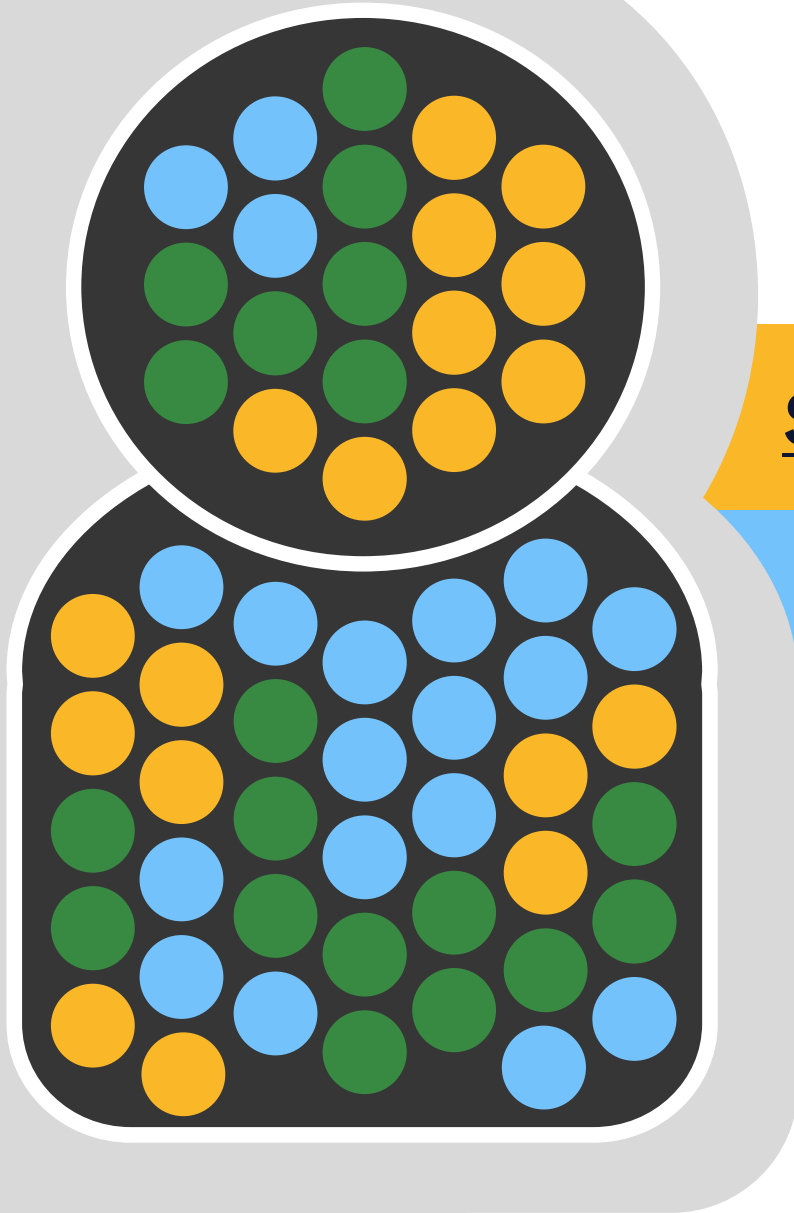
## Agenda

01 Grounding

02 Skills Portfolio Review 2028: 3 Use Cases

03 Necessary Conditions

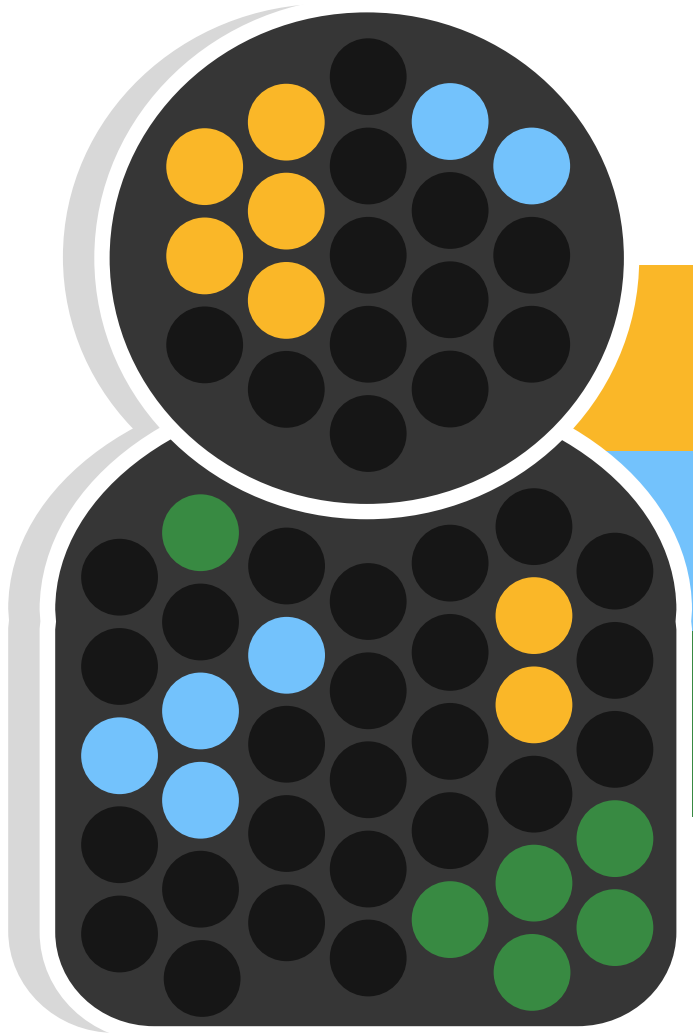
# Grounding



Skills: what you can do

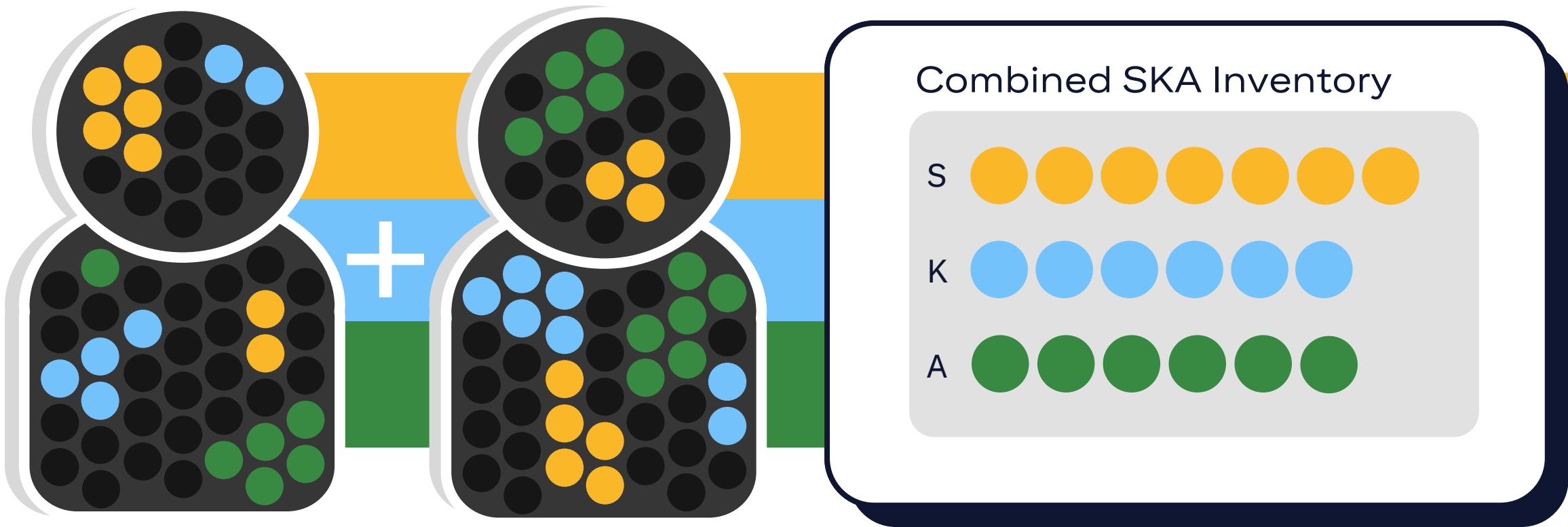
Knowledge: what you know

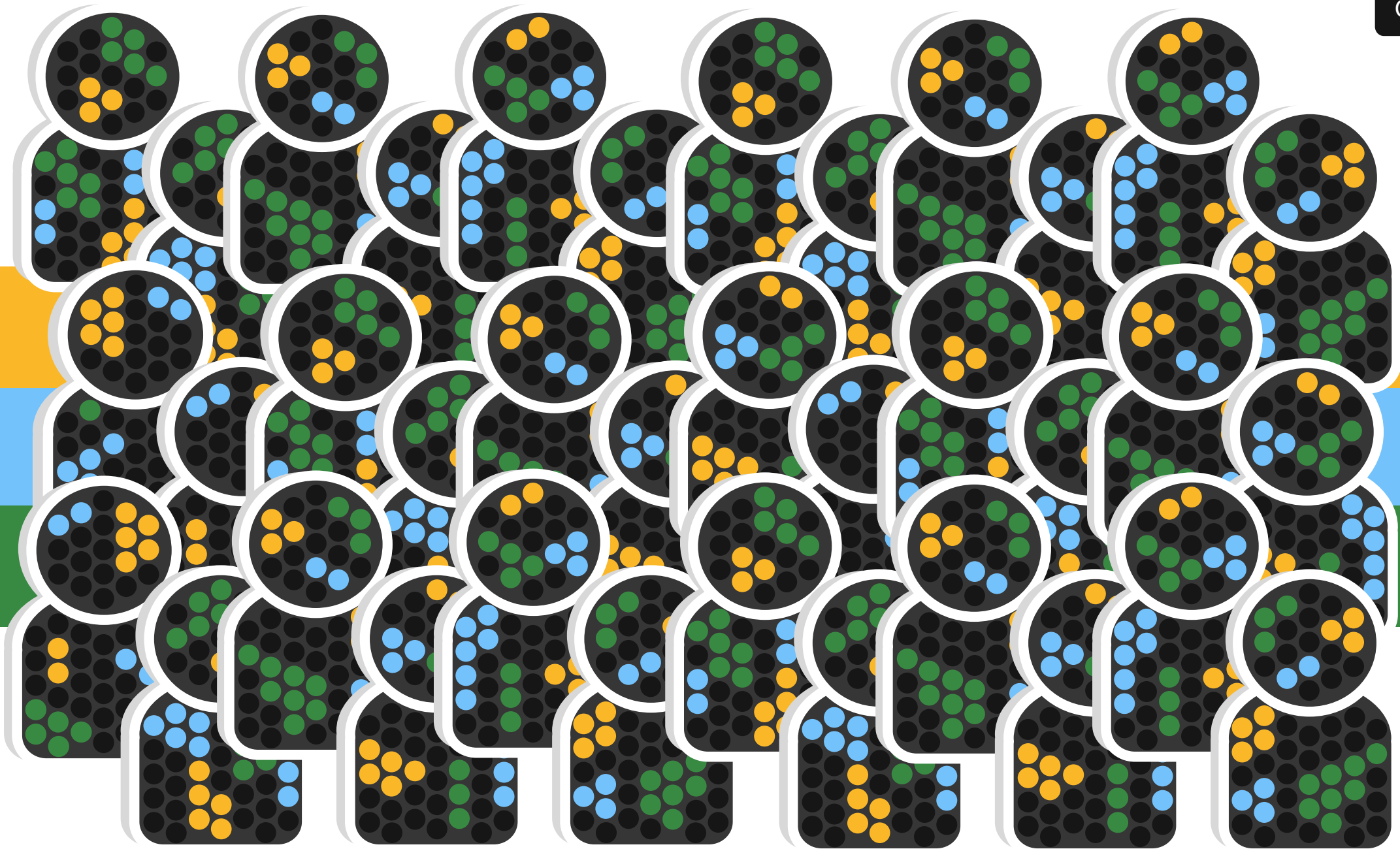
Abilities/Atttributes: you in motion



### Individual SKA Inventory

S	●	●	●	●	●	●	●
K	●	●	●	●	●	●	
A	●	●	●	●	●	●	







# A 'role' is a collection of SKAs

## Role Description: CEO

S ○ ○ ○ ○ ○ ○ ○

K ○ ○ ○ ○ ○

A ○ ○ ○ ○ ○ ○

## Role Description: Sales

S ○ ○ ○ ○ ○

K ○ ○ ○ ○

A ○ ○ ○ ○

# Senior Stakeholder Skills Review: 2028(ish)



## Agenda

State of Skills (current skill map)

High demand skill review

Role Conversions

Conscious Competence: Focused Investment

# State of Skills

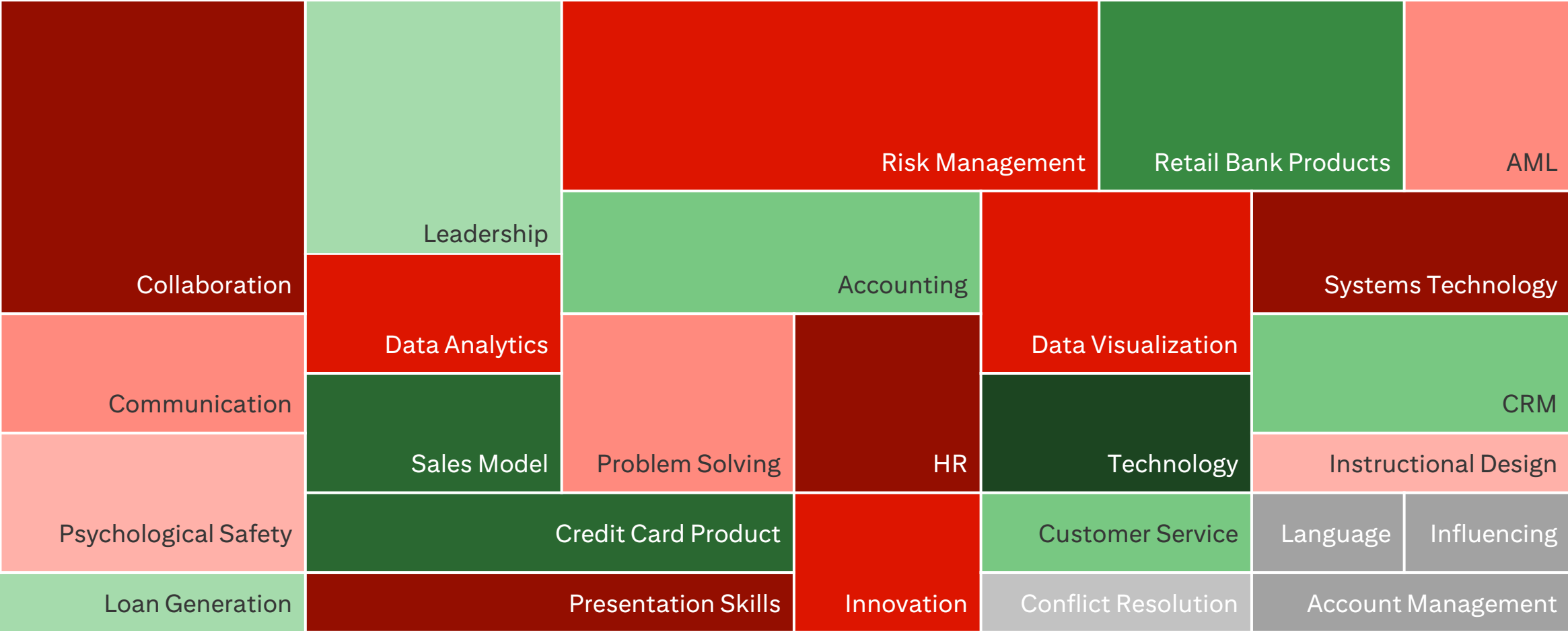
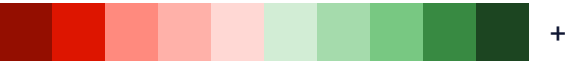
## US Consumer Bank

Box Size = Skill/Attribute Presence

Skill Not Yet Validated

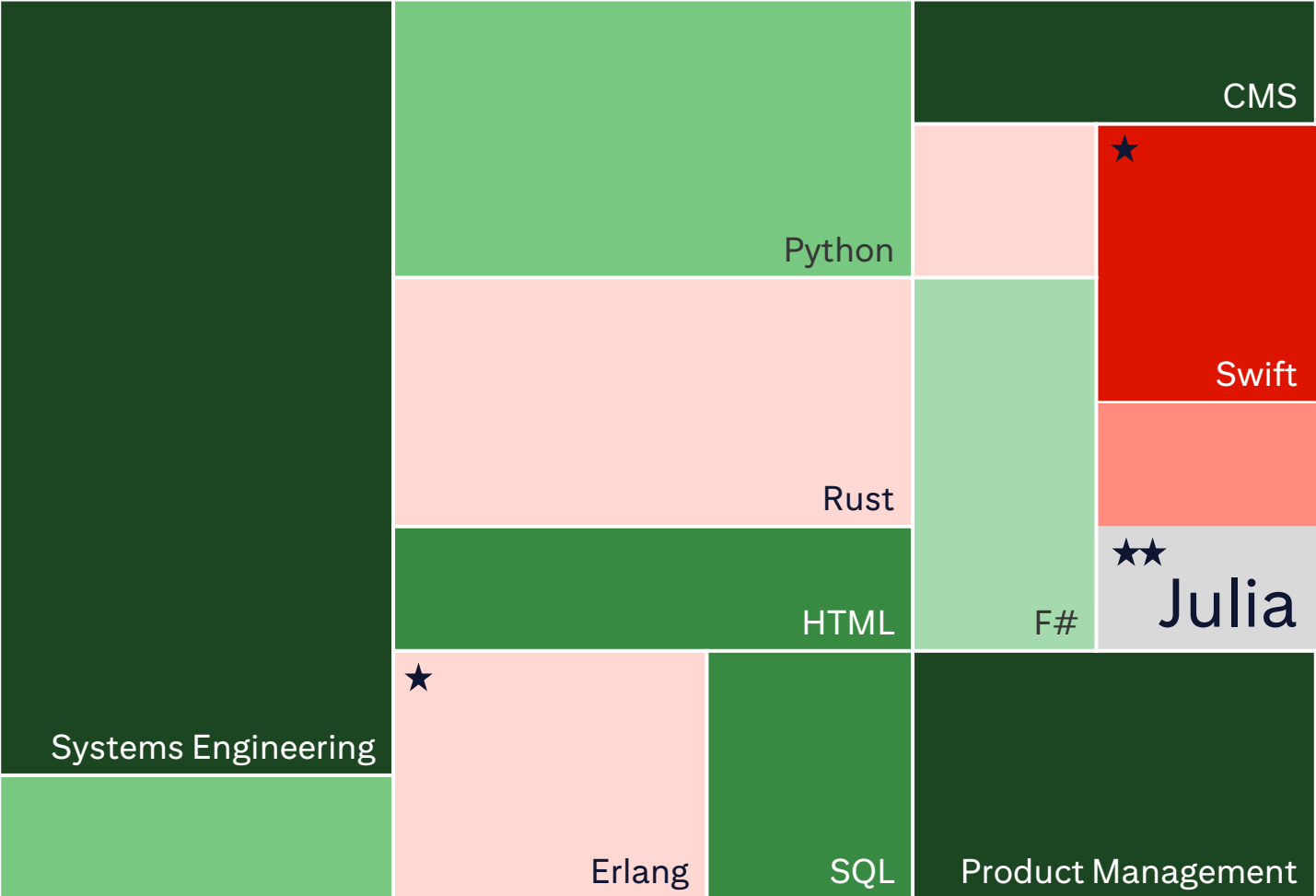
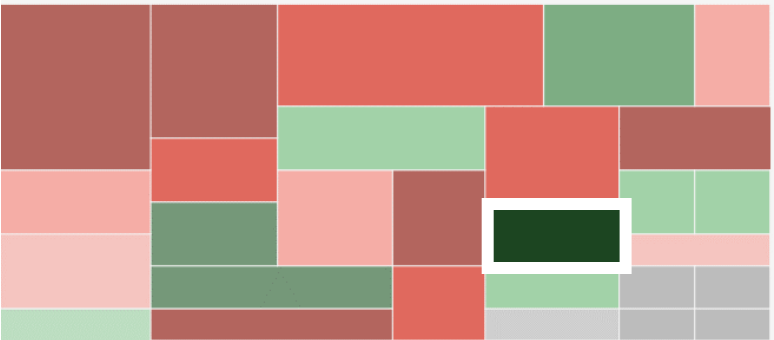


Validated Skill Aptitude



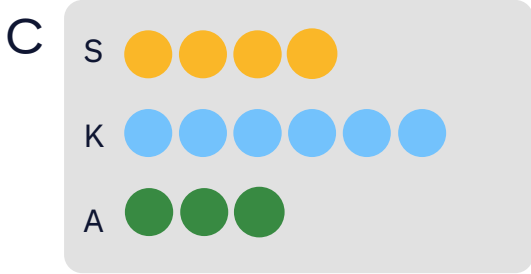
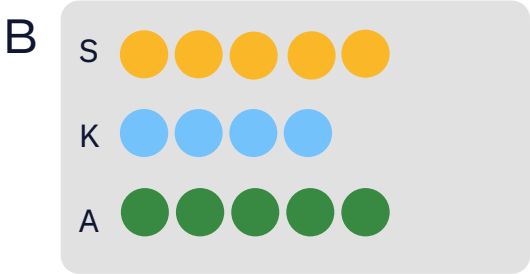
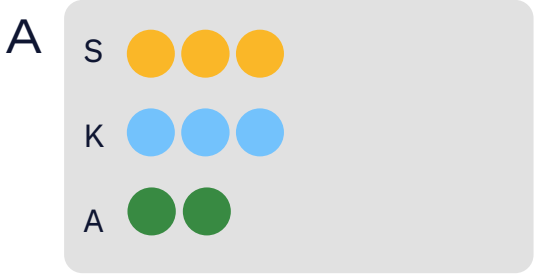
# High Demand Skill Review – Julia

IT Department Breakout View:



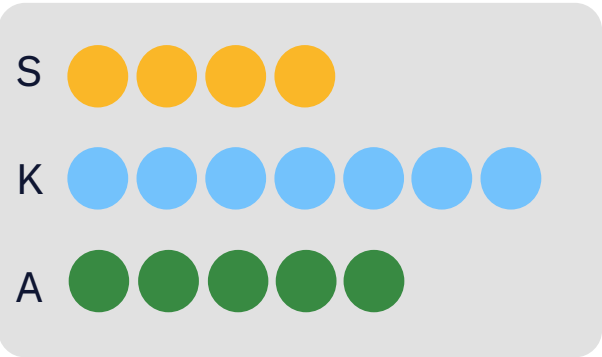
# Role Conversion & Mobility

## Declining Role Types



1,273 Role Occupants

## Emerging Role Type D



Filter for highest probability of success in Role Type D:

At least two necessary <b>attributes</b> present in profile	812
<b>Skill</b> match $\geq 70\%$	476
Indicated <b>motivation to move</b>	319
<b>Success probability at one year</b>	217

# State of Competence

Generally speaking, how much quicker is adaptive learning than traditional learning for most learners?

CHOOSE THE CORRECT ANSWER:

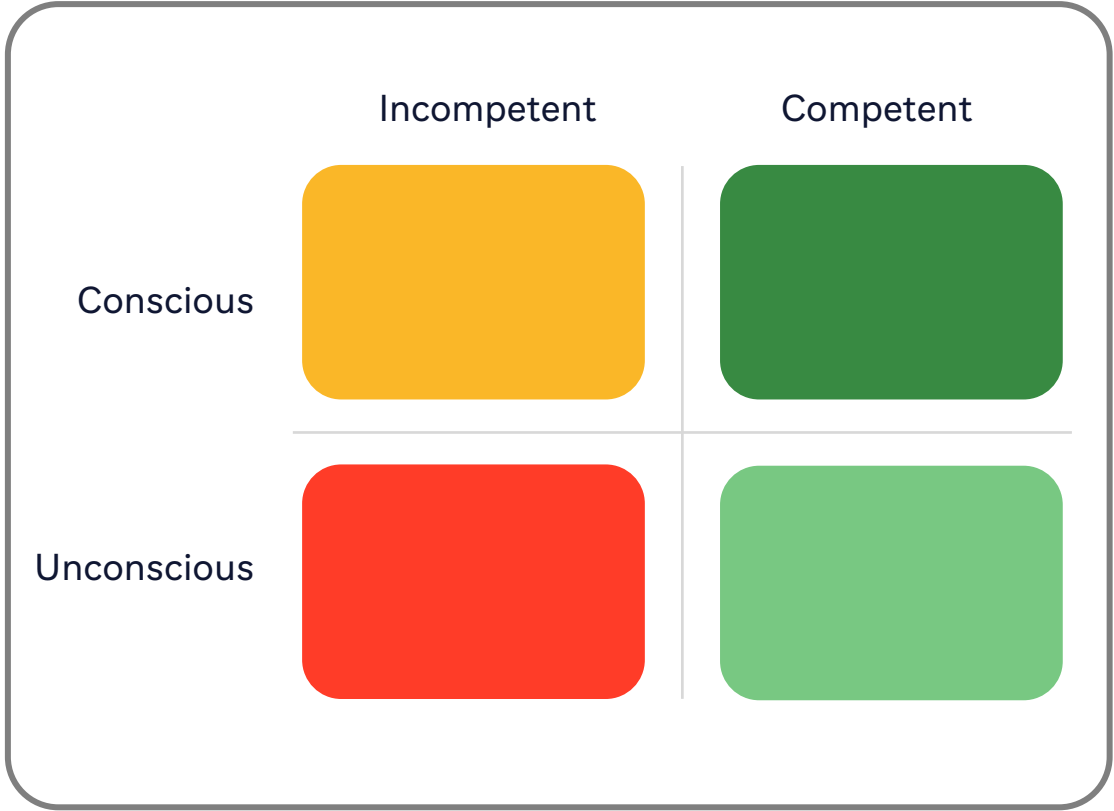
Twice as fast

Three times as fast

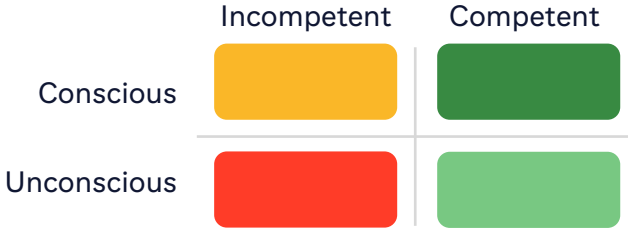
5% faster

10% faster

I know it   Think so   Not sure   No idea



# State of Competence: Psych Safety



Year 1

Year 2

Define Psychological Safety (“PS”)



Identify the conditions necessary to create high, sustainable levels of PS



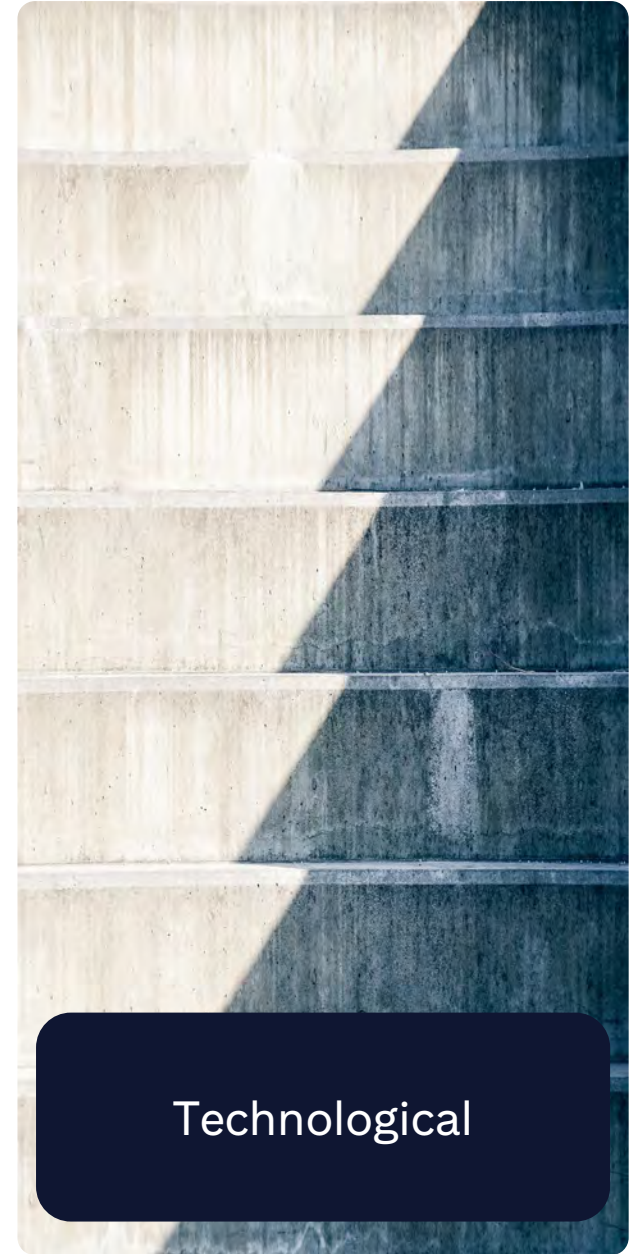
Identify meeting facilitation techniques that create group PS



Opportunity areas

# Underlying Conditions

*Evolving from 2023 to 2028*

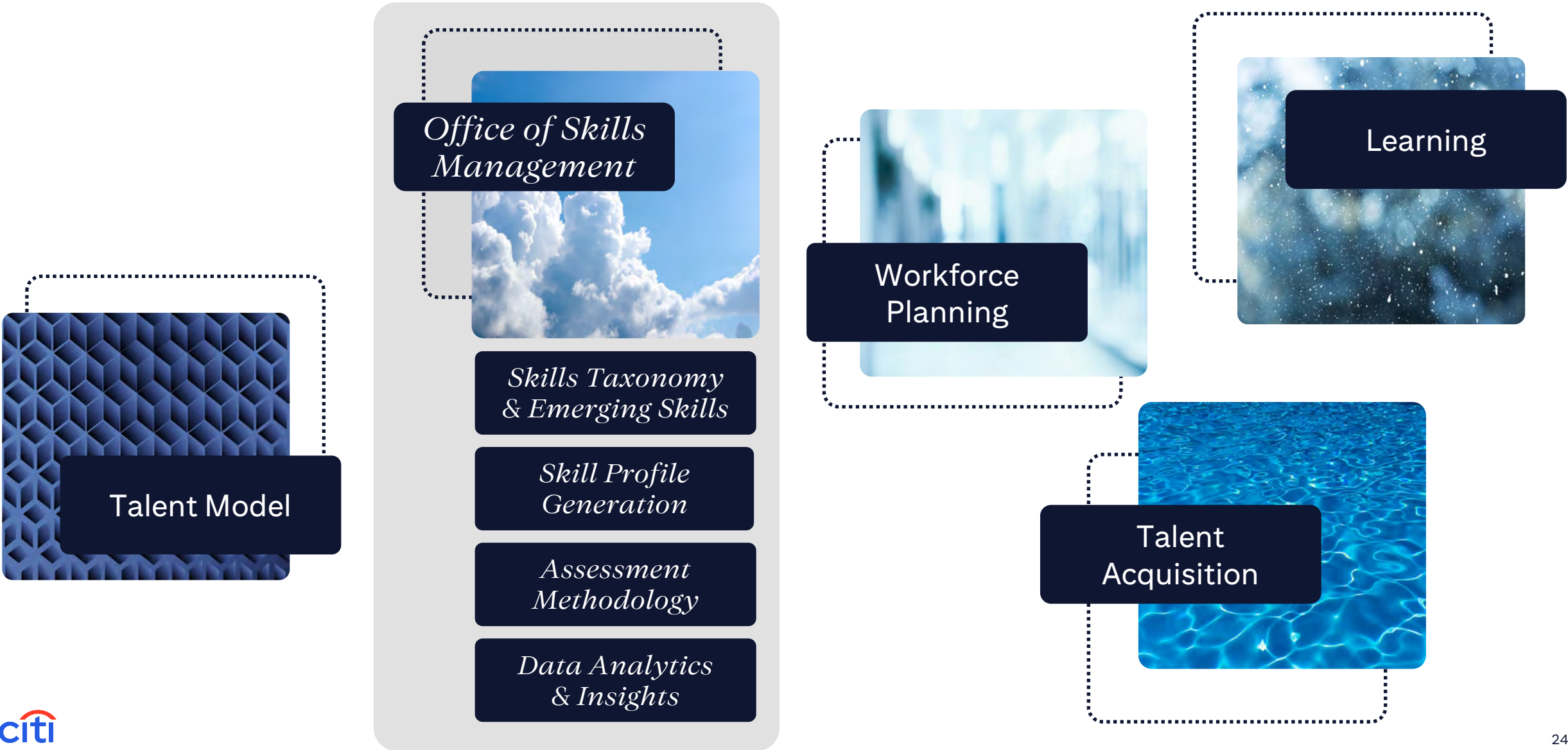




# Skills as a *primary organizing factor*



# Supporting a *skills-based approach*



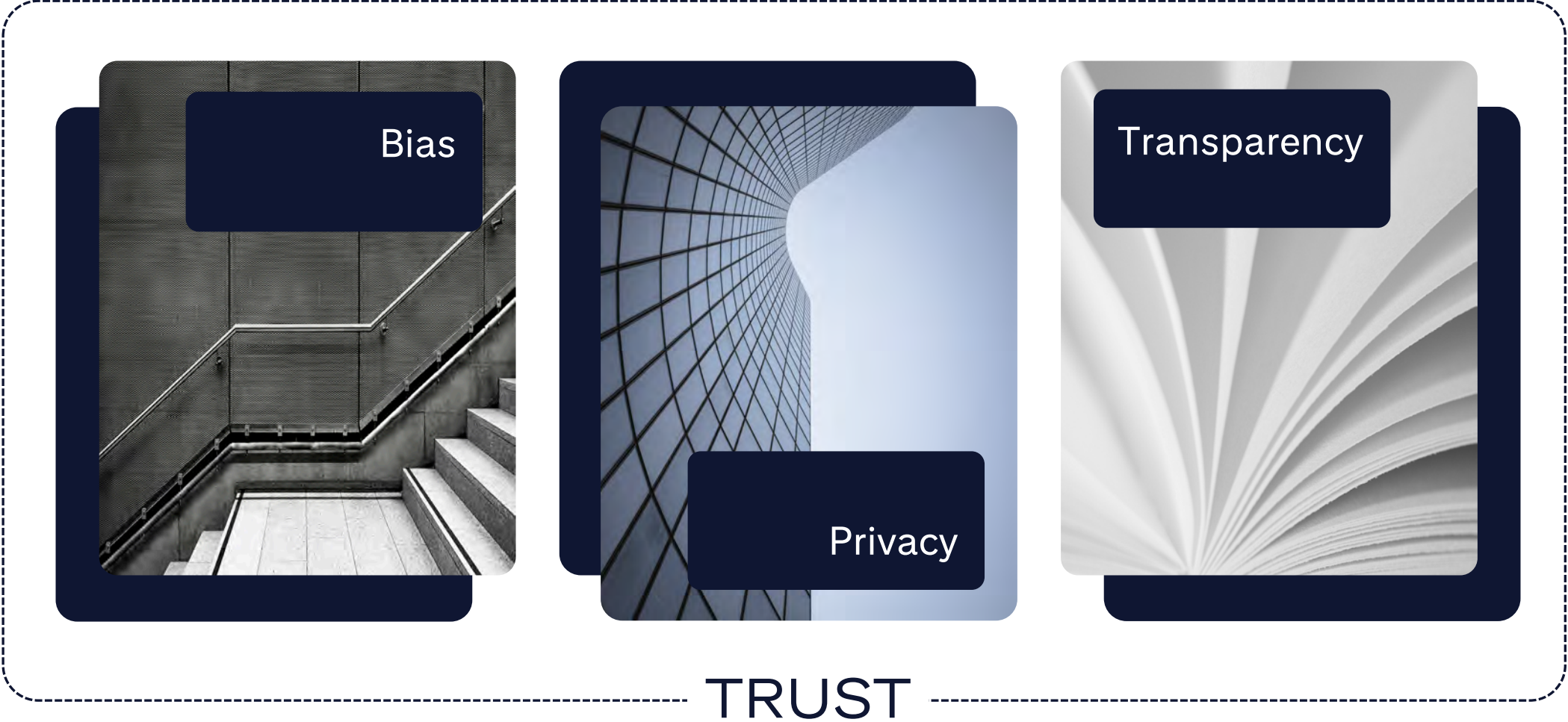
# Data

Collection methodology

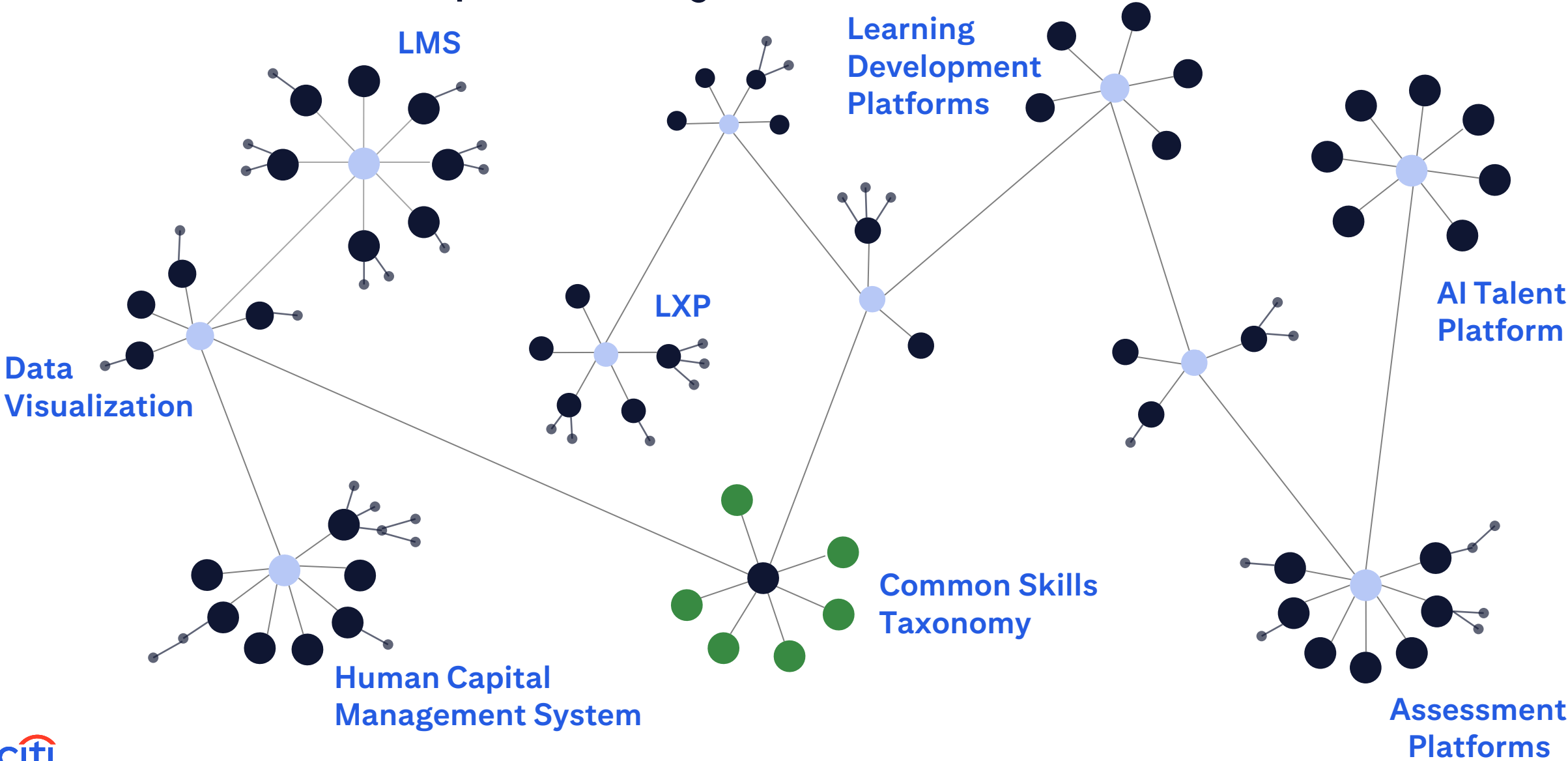
Visualization tools



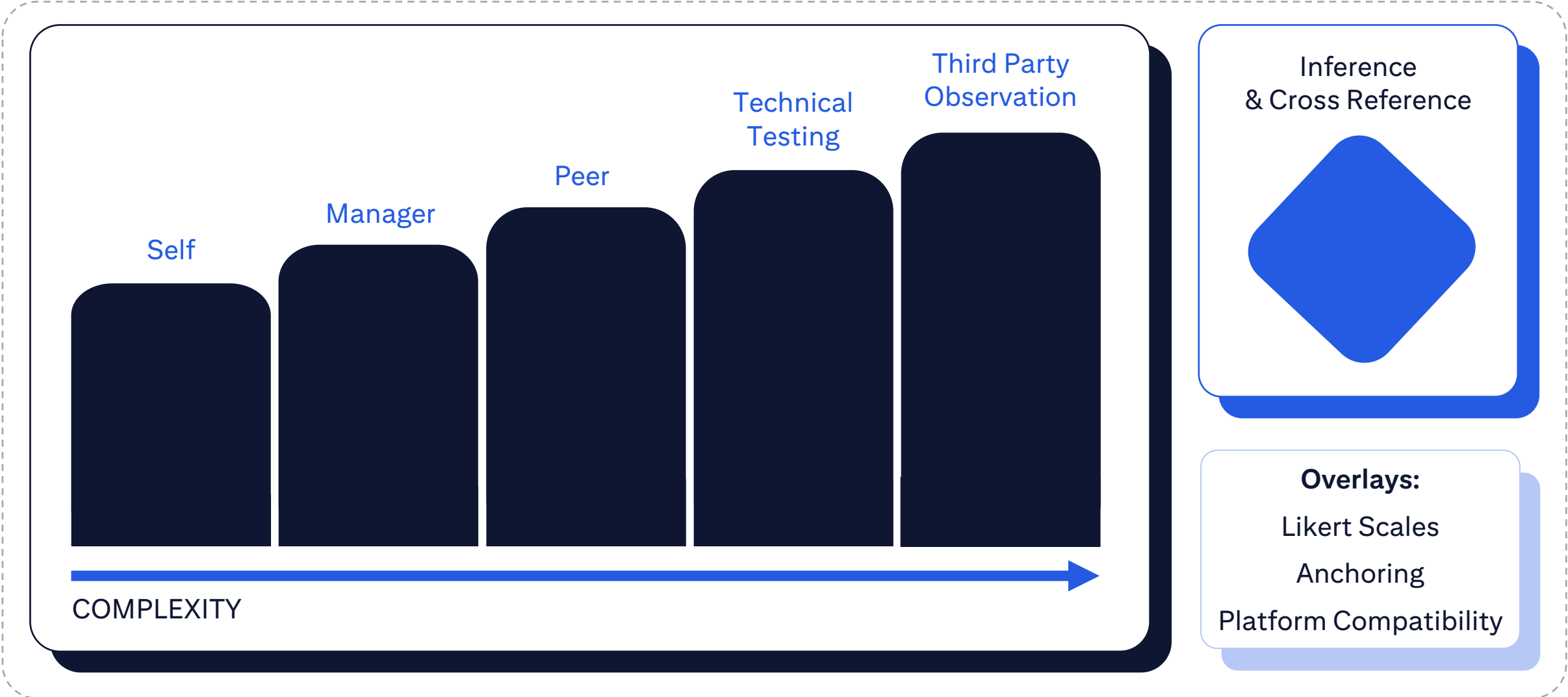
# Data



# Platform Interoperability



# Skills Assessment Methodology



# Generative AI: Impact on Corporate Learning

Personalization  
& “Context  
Awareness”

1

Content  
Development

2

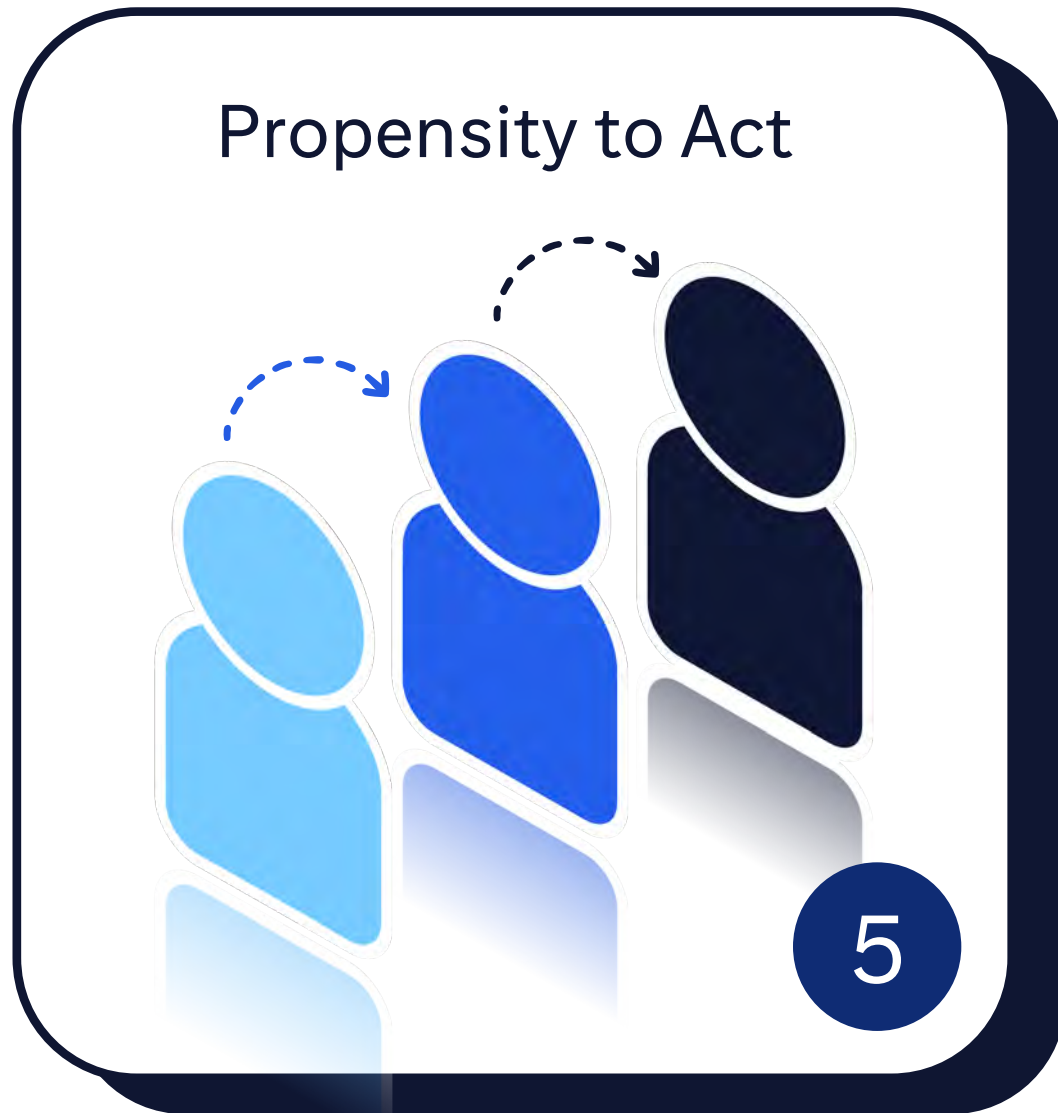
'Deep Fake' +  
Conversational  
Real-Time  
Dialog

3

Inference  
Quality: S/K/A  
Presence &  
Quality

4

# Generative AI: Inference possibilities...





# Discussion Questions

- 1 This entire idea of 'Skills' and 'Skills Portfolio Management' - is this a passing fad? Is there utility in codifying/measuring skills/attributes in the aggregate?
- 2 How might Generative AI help organizations as it pertains to developing and measuring skills? Will Generative AI reframe this entire concept? Will Strong AI obliterate this notion all together?
- 3 Do we need an open-source agreement/measurement model for validating skills to truly deliver on this promise? Standard/open-source skills taxonomy?
- 4 The presenter mentioned that refreshed org designs, culture/mindset shifts, and new/refined technologies are necessary conditions to make this come to life. What else might we need?