Are you Learning, Reskilling, Upskilling, Cross Selling?

- A Growth Map for Leaders in the Digital Age

Amit Nagpal
President and Founder
Our World in 2025

Innovation Predictions by Thomson Reuters
Our World in 2025

- Teleportation is Tested
- Type 1 Diabetes is Preventable
- Solar is the Largest Source of Energy on the Planet
Our World in 2025

Cancer Treatments have very few Toxic side effects

Dementia Declines

Digital Everything... Everywhere
Our World in 2025

Food Shortages and Food Price Fluctuations are things of the Past

DNA Mapping at birth is the Norm to avoid Disease Risk

Electric Air Transportation takes Off
VUCA
VOLATILITY UNCERTAINTY COMPLEXITY AMBIGUITY
What is the role that leaders will play in helping organisations succeed in VUCA times? What behaviours will be the most critical for a leader to shepherd teams toward success?

Role of Leadership

Hoe can technology help organisations speed up decision-making to respond to the ever-changing business realities? Can SMAC enable faster and better adoption? Does investment in technology coupled with innovation help organisations to stay ahead?

Use of Technology

Managing and leading change in the VUCA world

Focus of this session

Cultural Alignment

Can organisations successfully build a culture of always being change-ready? Can culture spearhead the adoption of change initiatives?

Internal Capability

Should organisations set up permanent structures for managing internal change or should organisation inculcate internal capabilities within employees to manage change at different levels? What role can organisational learning play in building such internal capabilities?
So where does this lead to?
We have moved from Era of Equilibrium to a New Normal...
...An Era of Constant Disequilibrium!

– John Seely Brown
( noted Researcher in the space of learning)
John Seely Brown or as he is often called—JSB—is the Independent Co-Chairman of the Deloitte’s Center for the Edge and a visiting scholar and advisor to the Provost at University of Southern California (USC). A master integrator and instigator of productive friction, JSB explores the whitespace between disciplines and builds bridges between disparate organizations and ideas.
Push Economy of the 20\textsuperscript{th} Century

20\textsuperscript{th} century infrastructure drove organisation architectures where \textbf{Scalable Efficiency was the holy grail.}

\begin{itemize}
  \item Predictable
  \item Hierarchical
  \item Controllable
  \item Organisational Routines
  \item Minimise Variance
\end{itemize}

\textbf{S-Curve} stable over decades

Source: http://johnseelybrown.com/jsbstanfordsensemaking.pdf
21st century infrastructure is driven by the continual exponential advances of computation, storage & bandwidth, with no stability in sight!!

The rise of the New Normal

S-Curve stable over decades

Rapid Set of Punctuated Jumps
(potentially never ending)

Source: http://johnseelybrown.com/jsbstanfordsensemaking.pdf
21st Century Infrastructure is really radically different than anything Civilization has ever seen before

21st C infrastructure: no stability in sight driven by continual exponential advances in computation

20th C infrastructure stable over decades.

Skills, Social Practices & Institutions evolve around new technologies

S-Curve: Predictable, Hierarchy, Control, Organizational Routines and Minimum Variance

Yesterday’s best practices are rapidly becoming obsolete...

...and our institutional architectures and even our ways of knowing

Source: http://johnseelybrown.com/jsbstanfordsensemaking.pdf
Shifts that we see...

**Data Abundance** is also causing **Information overload!!**
Shifts that we see...

From **Limited and Fixed** end ...

to access to **Unlimited Information**
New Trends

Custom made 3D printed ear phones
New Trends

Educators
Knewton helps educators monitor performance, differentiate instruction, and reduce administrative work, giving them more time to do what they do best — teach and inspire students.

Students
Knewton creates continuously personalized learning materials for students, recommending what exactly to study right now for each individual’s needs.

Source: https://techcrunch.com/2013/12/19/powering-smart-content-for-publishing-giants-knewton-lands-51m-to-take-its-personalization-engine-global/
New Trends
Meet the man behind eHarmony
Dr. Neil Clark Warren, Founder

Dr. Warren is a clinical psychologist and author of eight books on love, marriage and emotional health. During 35 years of counseling thousands of married couples, Dr. Warren observed a set of characteristics that seemed to be present in all successful relationships. He called them the 29 Dimensions of Compatibility. After extensive research involving thousands of married couples, Dr. Warren confirmed that these dimensions were indeed highly predictive of relationship success and could be used to match singles. Ten years later, eHarmony’s compatibility matching is responsible for nearly 4% of U.S. marriages.*

*2012 U.S. survey conducted for eHarmony by Harris Interactive®

Are you one of the 600,000 married couples who met on eHarmony?

Tell us your story!

eHarmony creates the happiest, most passionate and most fulfilling relationships according to a recent study. Our relationships have proven to be better not only than those from other online dating sites but also from any other way people meet out in the world. (Yes, even including introductions from your mom!) So, it’s no surprise that eHarmony relationships are the least likely to end in divorce.

Are you one of our happy couples?

We’d love to hear your story!
New Trends
New Trends
IGI Airport Delhi to Get India's First AI Robot 'RADA' to Assist Flyers, Courtesy Vistara

Vistara has come up with a unique robot using Artificial Intelligence (AI) technology that can assist customers, address their queries and entertain them. Named ‘RADA’, the robot is aimed at helping the airline offer an enhanced on-ground service to its customers.

Explaining what sparked the idea behind ‘RADA’, Vistara’s Chief Information and Innovation Officer, Ravinder Pal Singh, “It was a realisation that the talented, young employees engaged in ground services, gain immense customer service experience on the job, but the limited scope of their routine work could challenge their true potential. Some of them spend decades within the walls of an airport, assisting customers. Therefore, we thought of inventing a robot that can help us enhance customer experience by gradually taking over the routine, mundane tasks."
New Trends

Can I book a room tonight?

Hi James. We have a room available tonight - room rate $219+tax.

Hyatt Regency Hotel
San Francisco
Uniqueness has become a Cultural Norm!!
Choosing
Insanity over
Innovation
QUIZ TIME!
## Social Media by Numbers

<table>
<thead>
<tr>
<th>Year</th>
<th>User Base</th>
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<tr>
<td>2012</td>
<td>1.056 bn</td>
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<td>2018</td>
<td>2.234 bn</td>
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<td>185 mn</td>
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<td>161 mn</td>
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<td>562 mn</td>
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Impact on Resources?
Impact on Resources

Outsourced
- Entry Level, repetitive tasks

Deskilling
- Technical, ITI

Shrinking
- Managerial, Functional, Long term contracts, Complex/matrix structures

Expanding
- Highly specialized, Freelance, Gig Nomads/Digital Nomads, Consultants
What about Learning?
Blended Learning

Half Life

Facilitators of Change*

SOS*

Pervasive Learning Ecosystem

*Credit: Surya Prakash Mohapatra-Global Head-Talent Transformation @Wipro
Life is all about how we see things

Story #1
Maui Island
Junior Surfing Champions

A story about how fame and fortune was brought to Maui

Story courtesy John Seely Brown
Learning Dispositions

- Questing
- Connecting
- Reflecting
- Playing
Life is all about how we COMMUNICATE
So, What are the action steps taken by the industry?
97% view reskilling the current workforce as a key initiative to be prepared for the change.

Key Industry Initiatives

- Employee mobility and job rotation: 83%
- Virtual workplace/ flexible work arrangements: 83%
- Changes in existing processes: 86%
- Deploy larger fraction of part-time resources/ multi-skilled talent: 93%
- Reskilling of current employees: 97%
- Collaboration with other industry partners for creation of a larger ecosystem: 97%

Source: EY future of jobs respondent analysis
Reskilling has been rated as one of the top most initiatives by 80% of the industry players

Key Initiatives by Industry Players

- Reskilling of current employees: 80%
- Collaboration with other industry partners for creation of a larger ecosystem: 60%
- Changes in existing processes: 45%
- Employee mobility and job rotation: 35%

Source: EY future of jobs respondent analysis
Your workforce needs ‘Reskilling’

According to PwC’s latest CEO survey, 38% of CEOs globally say they’re extremely concerned about the availability of key skills as a threat to business growth.

42% of global CEOs we’ve surveyed say they are implementing continuous learning initiatives to a large extent.

18% of CEOs globally say they expect to grow their company’s workforce through such programs.

Solution?
CURE: The Future of Jobs

Cross Skilling
Upskilling
Reskilling
Expert Skilling

The World Economic Forum predicts that over a third of skills considered important today will be obsolete in just five years.

Source: https://www.weforum.org/agenda/2016/10/the-most-important-skills-of-tomorrow-according-to-five-global-leaders/
Strategies for Reskilling the Workforce

- Create Personalised Employee Experiences
- Navigate the (L)Earning Curve
- Crowdsourcing your Organisation’s Knowledge
- Make Learning Personal Shareable and Reinforceable

Building an Inclusive Ecosystem for Workforce Reskilling

1. Take stock of and recognize existing skills

2. Understand skills demand

3. Build a Pervasive Learning Ecosystem

4. Build and sustain motivation for adult learning through active labor market policies and accessible resources

5. Create shorter learning modules that foster continued learning (Learning Reinforcement)

### Building an Inclusive Ecosystem for Workforce Reskilling

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<td><strong>6</strong></td>
<td>Determine the role of different <strong>stakeholders</strong></td>
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<td><strong>7</strong></td>
<td><strong>Recognize and promote</strong> on-the-job training opportunities and maximize <strong>informal learning</strong> opportunities</td>
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<td><strong>8</strong></td>
<td><strong>Reach those who need it most</strong>—SMEs, lower-skilled workers and older workers</td>
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<td><strong>Customized</strong> Facilitation for adults</td>
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<td><strong>10</strong></td>
<td>Harness the <strong>power &amp; scalability of blended</strong> online courses, enhanced with virtual and augmented reality when relevant</td>
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Scale-up “NEW SKILLING” to work with Intelligent Machines

Walmart’s Approach

• At Walmart, US employees are being trained at the retailer’s training academies using **Oculus Rift virtual reality headsets**, allowing trainees to experience and practice responding to real-world scenarios.

• Following early success, Walmart has now **rolled the program out to all 200 academies** following the success of the pilots.

Reskilling to be adaptive and relevant will create the future workforce

87% of working people expect parts of their job to be automated in the next 5 years, ranging from 93% of millennials to 79% of baby boomers.

Development of soft skills such as leadership, critical thinking and creative skills, as well as emotional intelligence, would reduce job losses due to total automation considerably.

To help leaders navigate and shape the future workforce, **Accenture** has the following recommendations:

- **Scale reskilling by using digital technology.**
- **Redesign work** to unlock human potential.
- **Address industry-wide skills shortages** by **supporting longer term, collective solutions.**

Re-skilling employees helps top IT companies thrive

Infosys said improvement in its portfolio towards newer and faster growing services and continued adoption of automation in traditional services resulted in a 1.9% increase in revenue per employee to nearly $53,700 during December 2017 quarter.

Lower employee addition, higher utilisation and productivity improvement led to higher per employee revenue, Infosys’ CFO Pravin Rao told analysts.

Last year skilled over one lakh associates in high-end digital capabilities in areas such as data science, design thinking, cyber security, Internet of Things, Artificial Intelligence and automation.

This year, the company will continue to invest in training its associates, said its CEO Francisco D’Souza.

Source: https://www.thehindubusinessline.com/info-tech/re-skilling-employees-helps-top-it-companies-thrive/article22733743.ece
Re-skilling employees helps top IT companies thrive

At Wipro, nearly **90,000 technical employees have been trained and certified in digital in the last one year**.

As a result of IP, and automation implementation with clients, revenue per employee increased by 7% in the last four quarters, a company official told analysts, without giving data.

The company **built capacity & invested to create a pool required to meet customer demand in terms of digital skills**. The whole talent development was done to build and upskill employees, giving them opportunity to learn new technologies and learn new ways of doing things, be agile trained and aware of technologies and get more competencies. That is why hiring is more controlled at this point in time, he said.

On whether TCS was hiring in a controlled way, Ajoy Mukherjee, Head, Global Human Resources, TCS, told analysts that in the last four quarters, at a gross level, the company added about 59,000. In previous year, it did **campus hire** and gave about 40,000 offers.

Source: https://www.thehindubusinessline.com/info-tech/re-skilling-employees-helps-top-it-companies-thrive/article22733743.ece
Tata Motors is reskilling employees to make them 'Future Ready'

Tata Motors is on the cusp of big changes, triggered by increasing automation, which is making old jobs redundant, and new automobile technologies and designs that are redefining customer tastes.

The emergence of advanced technologies, innovations in the electric car space and automation/digitisation mean re-skilling of employees has to become a key focus area.

“Here, the question is whether the company is making its employees relevant for tomorrow's functions or not. We are constantly working on training and re-skilling the workforce to keep it updated in line with the company's focus on becoming future ready,” Gajendra Chandel, Chief Human Resources Officer, Tata Motors says.

“Going forward, we require fewer mechanical engineers but need more skilled manpower in electronics, telecommunications, IT & bio-engineering,” he says.
Tata Motors is reskilling employees to make them 'Future Ready’

- The company has tied up with IIT-Bombay and BITS-Pilani for educating white collar employees through customized courses.

- It also runs specific programs in customer care, manufacturing operations, product development, and environment engineering.

- The managers can also undergo a two-year MBA program from Symbiosis, Pune.

- Besides this, it trains 4,500 blue collar workers in collaboration with the Automotive Skills Development Council every year; it is looking to increase this number to 10,000.

Source: https://www.businesstoday.in/magazine/cover-story/shifting-gears/story/270970.html
Intel India has trained 99k people in AI since April 2017

The US chipmaker has also tied up with premier educational institutes like IITs in Delhi, Mumbai, Kharagpur and BITS Pilani, SI Kolkata and IISc Bangalore, among others.

Under a program launched in April 2017, US chipmaker Intel has trained as many as **99,000 developers**, students and professors in artificial intelligence (AI) in India, against a target of 15,000 for the first year of its program.

“Though we had committed to training 15,000 developers, students, and professors in AI initially through training and workshops, we have already exceeded the target over seven-fold at over 99,000 by roping in many of them from 100 organizations,” said Prakash Mallya, Managing Director, Sales and Marketing, Intel India.

To successfully provide AI training under its program, Intel India also tied up with various premier educational institutes and some companies like Shell and TCS, among others. It worked together with various institutes like It has also tied up with premier educational institutes like the **IITs in Delhi, Mumbai, Kharagpur, Kanpur, Chennai, and IIITs in Bengaluru, Hyderabad, BITS Pilani, ISI Kolkata, IISc Bangalore and CDAC**.
Capgemini to reskill majority of its 1 lakh staff to up productivity

While the company is focusing on retraining existing employees, it would limit its external hiring in India.

French technology company Capgemini would look at retraining the majority of its over one lakh staff in the country to improve productivity in order to deliver traditional services as well as grab opportunities to service digital contracts.

CEO Paul Hermelin told ET, “We will go on a massive reskilling effort” and that will be a huge part of our operations now. The speed of change makes it important to first increase academic level of our people (employees).”

Hermelin added that while the company has acquired companies with large employee base in India in the past, future acquisitions will be focused purely on new skills. “There will be new acquisitions, where we will target new skills in India and not volumes,” he said.

Speaking about ITC Infotech’s journey, Sandeep Gupta, VP Workforce Planning at ITC Infotech spoke about 5-Ds which companies need to think about which engaging in a skill transformation exercise:

- Domain
- Data
- Digital
- Design
- Differentiated

The skills and roles in the company were identified by: Customer view, field sales input, current demand, emerging technology trends, and NASSCOM defined roles. These skills were prioritized by a time horizon and segregating internal and external talent spanning 18-24 months.

The company also defined five proficiency levels – Learner, Deliver – Mentor, Deliver – Independent, Mentor and Expert. The focus was on training, delivering & practice.
Learning model at ITC Infotech

The modes of learning include traditional modes such as – instructor-led training, byte-sized learning, e-learning. Mr. Gupta also spoke about the best practices that the company employs including:

• Using technology to prevent productivity loss,
• **Balancing continuous learning and focused learning**
• A marketplace model to keep learning in sync with technology changes and
• A rolling learning calendar.

Source: https://www.peoplematters.in/article/skilling/achieving-skill-transformation-at-scale-18916
Summary Time! ☺
Learning from some of the sessions

Dr. Andre – Good- Excellent- Mastery
Agility, Adaptability – Reinforcement Learning Shelf Life

Toyota- Group Leader- 82 years, Researcher- 67 years

Learning through stories, experimentation, challenge conventional wisdom Damodar Padhi
Learning from some of the sessions

Anurag- Wipro
Unlearn- learn- Rapid Reskilling
Story of Millennials- bored, impatient, distracted, social learning. **Multifunctional learning skills**, Provide mentors, create a learning system. How to Learn? Social learning
Always on the go
Crave constant knowledge
overworked
Senior Guy Syndrome – do not force assessments
Create learning paths, pervasive learning ecosystem
Business Application, Design Thinking
Importance of Job rotation, cultural diversity, inclusivity
Network with peers
Learning from some of the sessions

Christie Ward-
Thank You!

www.pursuitica.com

+91 98600 21219

amit.nagpal@pursuitica.com

https://www.linkedin.com/in/pursuitica

https://twitter.com/AmitxNagpal
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