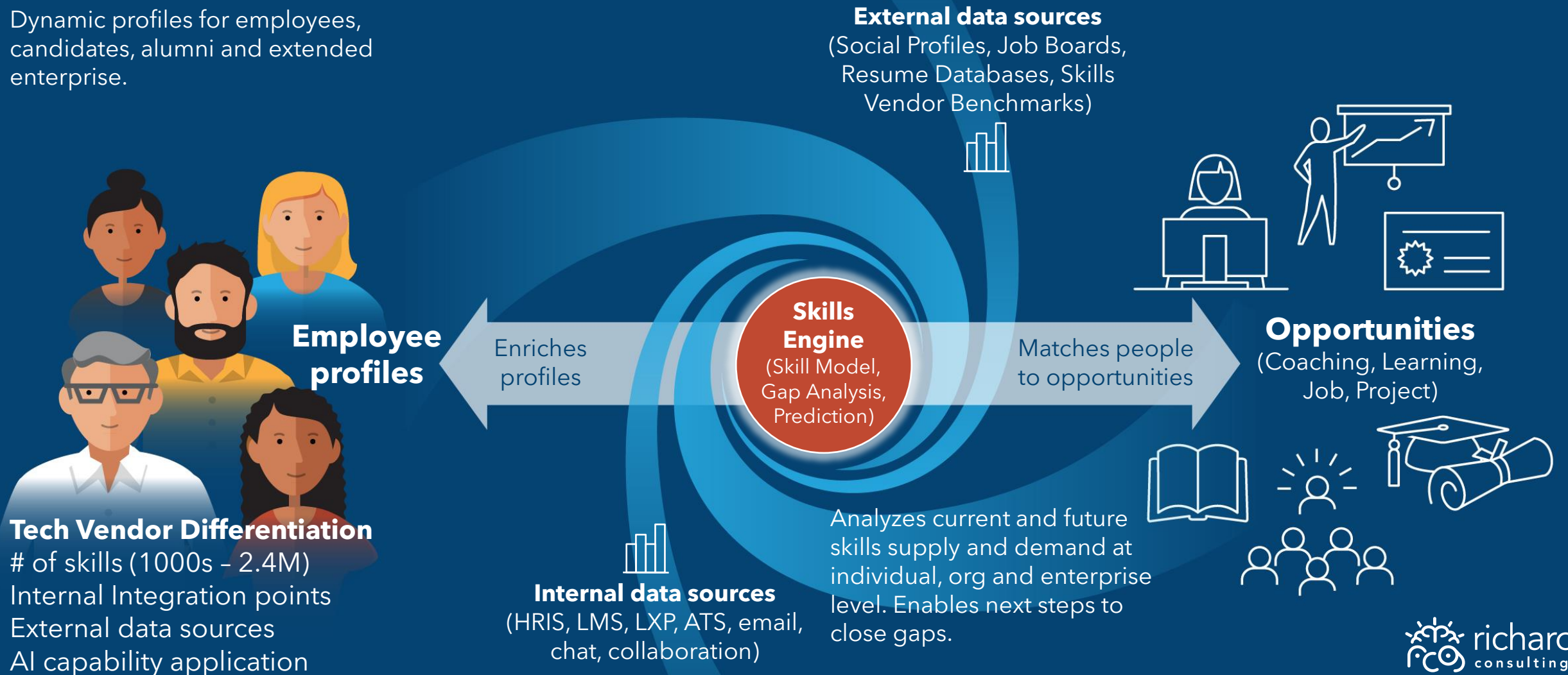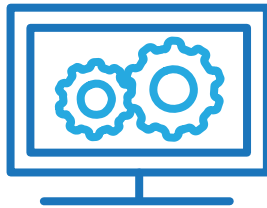# Modern Skills Ecosystem

The skills engine uses AI and data from internal and external data sources to analyze and enable individual and enterprise skill development.
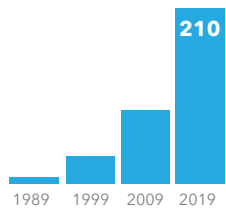
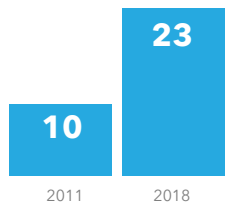Dynamic profiles for employees, candidates, alumni and extended enterprise.

External data sources
(Social Profiles, Job Boards, Resume Databases, Skills Vendor Benchmarks)

Employee profiles

Enriches profiles

Skills Engine
(Skill Model, Gap Analysis, Prediction)

Matches people to opportunities

Opportunities
(Coaching, Learning, Job, Project)

Tech Vendor Differentiation
# of skills (1000s – 2.4M)
Internal Integration points
External data sources
AI capability application

Internal data sources
(HRIS, LMS, LXP, ATS, email, chat, collaboration)

Analyzes current and future skills supply and demand at individual, org and enterprise level. Enables next steps to close gaps.

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Learning Tech Market Overview

Tools

210

1989 1999 2009 **210** 2019

NEW learning technology vendors founded in 2019.[1]

23 technologies in use in corporate learning in 2018.[2]

10 2011 **23** 2018

Investment

+$149.3M

Increase in Learning company investment in H1 2020 compared to H1 2019.[3]

$28.8B

Annual corporate spend on learning tools.[4]

Satisfaction

29%

agree their learning platforms are **fit for their workforce**.[5]

18%

are **satisfied** with their LMS.[5]

90%

say **skill gaps** are very or quite significant in their organization.[5]

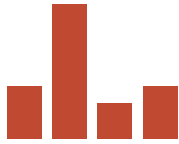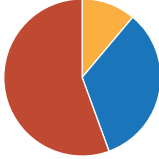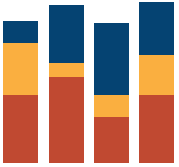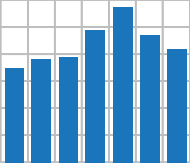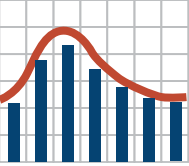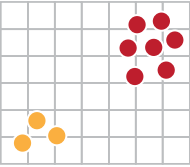[1]RedThread Research, The Art and Science of Designing a Learning Technology Ecosystem
[2]Don Taylor, Towards Maturity Learning Technology Survey
[3]The Starr Conspiracy, Talent and Learning Brandscape 2021
[4]Josh Bersin, Learning Technology Evolves: Integrated Platforms are Arriving
[5]Fosway Group, Digital Learning Realities Research 2020
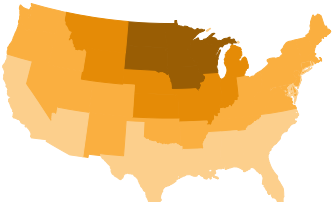
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Data Visualization

Are you showing how . . .	Then use . . .			
Values Compare to Each Other	Bar Chart		Line Chart	
Data is Composed	Pie Chart		Stacked Bar Chart	
Data is Distributed	Bar Histogram		Line Histogram	
Values Relate to Each Other	Scatter Plot		Heat Map	
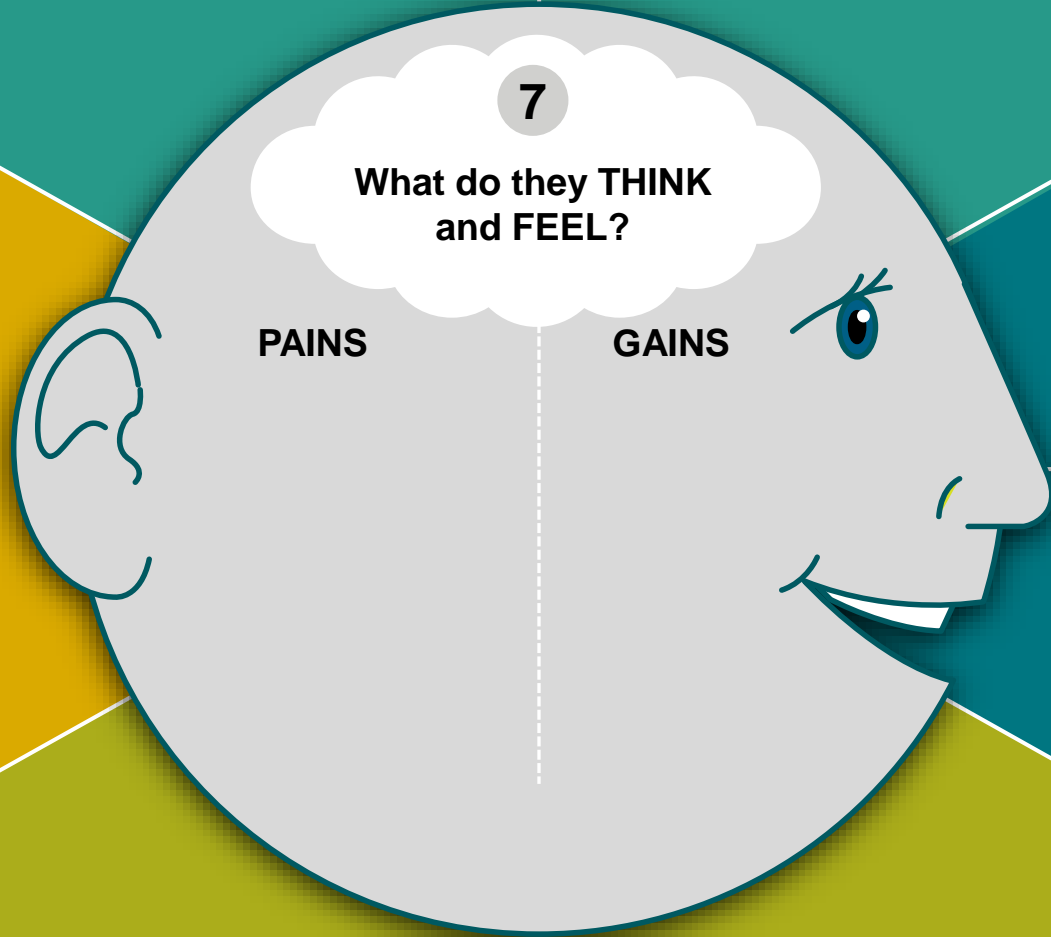
Q2 LEARNING JOURNEY

| Q1 | Q2 | Q3 | Q4 |

BE AGILE

LEARNING OPPORTUNIES

NEW LEADER FORUM

Be Agile
Inspiring 60-minute session with external keynote speaker & a live Q&A on Be Agile. Meeting invite shared via newsletter and event page.

LEADER DEVELOPMENT SERIES

Working Session
90-minute live instructor-led virtual working sessions. Function/segment-specific sessions can be created or on-demand, via registration.

- **Toolkit:**
  Our comprehensive resources including productivity assessment, resources, and guides.

ALL-YEAR FOCUS: *Click here to learn more*

INCLUSION & BELONGING

DIGITAL ACUMEN

ON-DEMAND LEADER DEVELOPMENT

Decision Making Bias
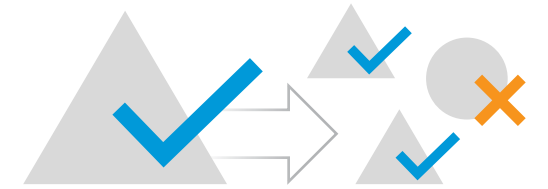# Confirmation Bias

People are prone to believe what they want to believe. Confirmation bias is when we look for evidence that supports our belief and ignore evidence that contradicts it. Confirmation bias suggests that we don't perceive circumstances objectively but pick out bits of data that make us feel good because they confirm our belief. This bias allows inaccurate beliefs to spread and persist.

LEARN

Watch this video.
[3:14]

EXPERIENCE

Take this quiz.

If you'd like, see how others did by watching this video [4:43].

REFLECT AND ACT

Confirmation bias can be simple. Pretend you're in a meeting and someone gave a great presentation. The presenter is from your alma mater. You react "Of course they had a great pitch – everyone from [your alma mater] is great!"

Confirmation bias can also be complex. From vaccines to animal rights to global warming, we can find evidence to support what you believe somewhere.

Reflect upon a time when confirmation bias may have impacted a decision you made, or an opinion you had.

- **Did your impression of a project change (for the better or worse) because of who presented it?** Halo and horns effect is closely related to confirmation bias. We often assign people either a halo or horns based on a single event or piece of knowledge, and that halo, or those horns, can linger in our unconscious for a long time.
- **Who on your team, or in your business, have you assigned a halo or horn to?** With that knowledge, how can you change your interactions and perceptions of them?

Have you ever changed your mind on an issue or topic that you felt passionately about? If so, what was it, and why did you change your mind? If not, can you think of an issue you might be persuaded to change your mind about? What would it take?

How to reduce confirmation bias

- Increase the sources you use to gather data.
- When looking for data, ask yourself if it is easier to find reasons that support your position or the opposite one?
- Engage in conversation with others who have an opposing view. Listen with a goal of understanding their position.

Communicating Effectively Virtually

What interests you?

Click any topic on the learning path below to learn more.

LISTEN

Avoiding Miscommunication in a Digital World
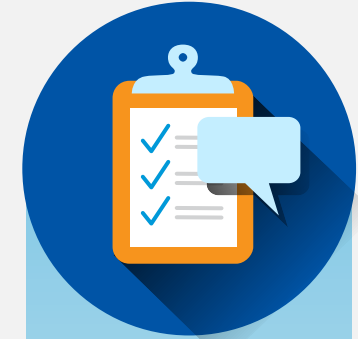
WATCH

Email Tips for Better Responses

READ

Virtual Meeting Tips

READ

12 Tips for Making Your Virtual Meetings More Professional

TAKE ACTION and "DO/SAY" IDEAS

Ideas of ways to effectively plan, clarify and execute communications with your team virtually

CHOOSE A PATH:

Learn What It Is   Assess   Build Your Skills   **Commit**

What actions will you commit to taking?

Complete the action plan.

✓ Two **BEHAVIORS** I will focus on:

✓ Two **STRATEGIES** I will try:

✓ **RELFECT:** What does it look like when I perform these behaviors well?

✓ **ACTION:** What two actions will I take to embrace a growing mindset?

✓ **REVISIT:** When will I revisit my progress? Add a reminder to my calendar.

☐ Reminder on calendar

Remember

Embracing a Growing Mindset is a continuous process.

Educate

Assess and Revisit

Experience   Explore
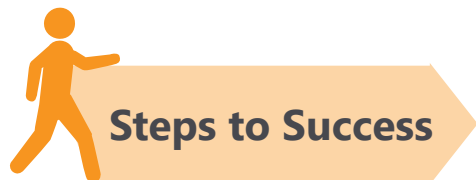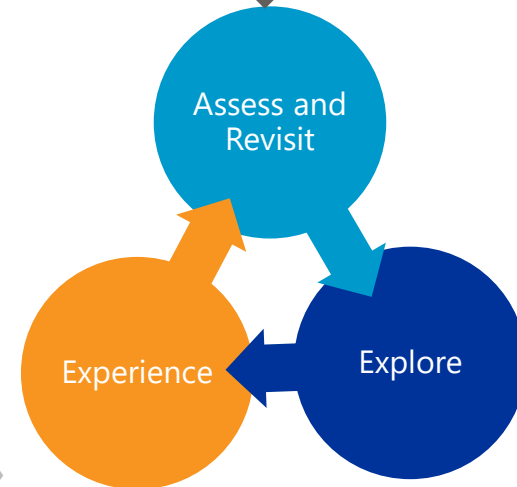
Steps to Success   Practice   Reflect   Partner   Revisit

Short-Term Priorities

| Goals & Priorities | Roles & Responsibilities | Processes & Ways of Working | Relationships & Culture |

PURPOSE

- Identify 90-day priorities for each team member
- Ensure that expectations and timelines are reasonable and achievable

DISCUSSION

TIMING: 60 MINUTES

Each team member shares their 3 work priorities for the next 90 days and in what month the majority of work will happen.

Record each priority in the team's monthly calendar, using the provided slide templates.

Review the team's calendar of work:

- Is each item a priority in the next 90 days and aligned with the goals of the team?
- If not, should the work be stopped?
- What is missing that needs to be added to the calendar?
- What work is not feasible to be accomplished over the next 90 days?
- How are you feeling about the team's capacity to complete the work?
- What adjustments do we need to make?
- What are the next steps?

GOALS & PRIORITIES

Insert Month

| Goals & Priorities | Roles & Responsibilities | Processes & Ways of Working | Relationships & Culture |

Team Member	Priority	Estimated Timing	Priority (Beyond 90 days)
Team Member name	Describe priority here	Insert timing here	Describe priority here
Team Member name	Describe priority here	Insert timing here	Describe priority here
Team Member name	Describe priority here	Insert timing here	Describe priority here
Team Member name	Describe priority here	Insert timing here	Describe priority here
Team Member name	Describe priority here	Insert timing here	Describe priority here

CURRENT — FUTURE

Make updates to the calendar, based on the team discussion.

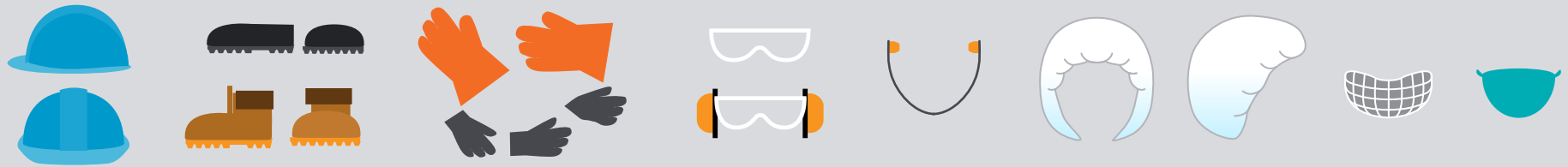TEMPLATE ON NEXT SLIDE

9

Character Library
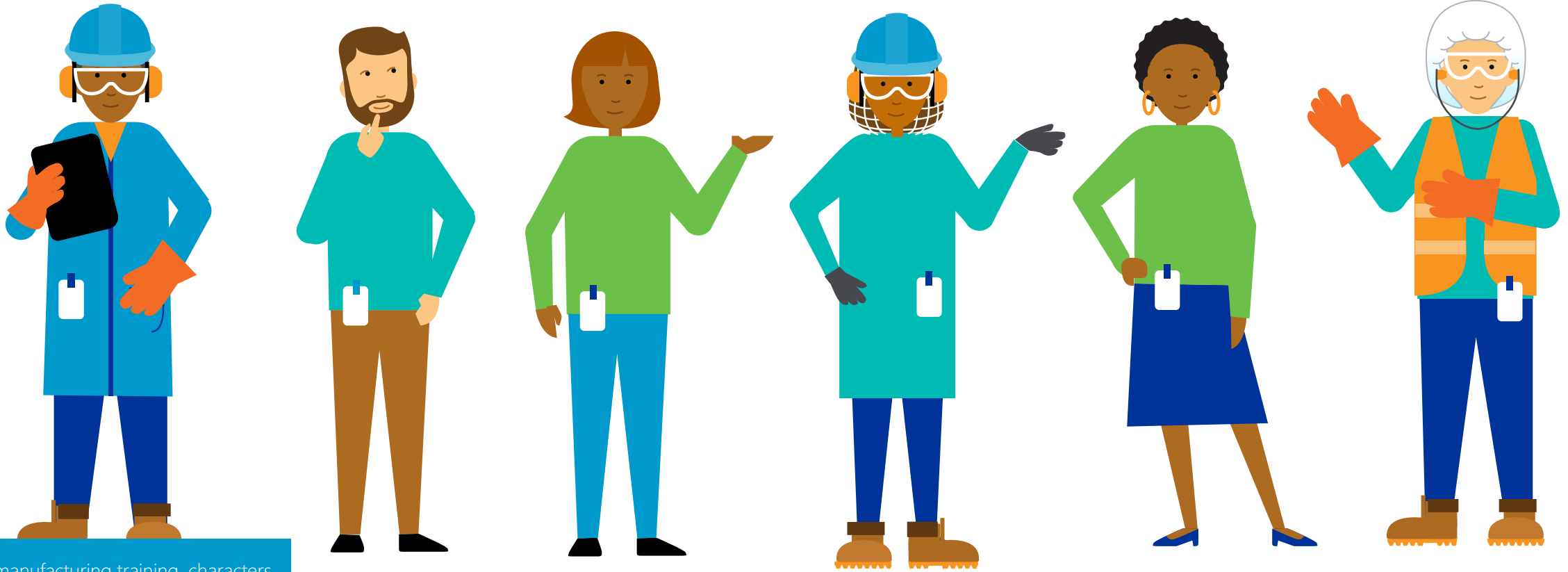
For manufacturing training, characters on the plant floor should have all of the following accessories:
- Beard net (if facial hair)
- Hairnet
- Safety glasses or goggles
- No badges on uniform above the waist
- Hearing protection (whenever possible)
- Gloves (optional)

Note: if applying small gloves, delete hands. Also, if adding hairnet, delete hair.

Scenario

John is a Maintenance Lead working on an important project. His focus is to improve bar quality on the Chewy Bar Line. As he walks by the packaging area, Susan stops John and asks:

"Hey John, I noticed you are spending a lot of time in the slitter area, but most of our stops and waste are here in the forming area. Why is that?"

"Good question Susan. As you know we need to increase System Utilization by 3% in Bars this year as per the plant CBN. The main loss identified and outlined in our department master plan is bar quality contributing to higher levels of conversion loss and former stops. I am working on a new design for the slitters that will provide more consistent and at standard bars which will reduce the stops you deal with every day at the former and ultimately will reduce overall unplanned losses by 5% and conversion loss by 2.5%"

"That is great news John! Thanks for helping me understand why you are focused on the slitters these past few weeks and the impact to my work area. I may have an idea to improve those slitters. Let's talk!"

"That's great Susan, I'd love to hear your ideas"

Electrical PPE Level 1

PPE required for all levels

Safety eyewear

Hearing protection

Non-melting hair/beardnet

Electrical Hazard (EH) Rated safety-toed footwear

4

3

2

1

0

PPE required for Level 1:

Arc-rated **shirt & pants**
OR
Arc-rated **coverall**

Non-conducting hardhat/face shield combo OR Arc-rated flash hood

OR

Electrically insulating gloves (if needed) with leather overs

YOUR **ONBOARDING** JOURNEY

START

YOUR FUTURE

Welcome to (Insert Business Here)
Brief introduction to the employee's segment

Our Other Businesses
Brief introductions to the other segments that highlight distinctive work and further the connection to our mission.

Your Career. Your Way.: Discover & Understand Yourself
Introduction to the career wheel & CLL

Your Career. Your Way.: Establish Goals & Align Performance
(Performance and development materials)

Life at XYZ : Giving Back to Our Communities
(Email about social responsibility)

Day 1	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10+

Email · Video · Video / Links · Links to materials · Email · Links to materials
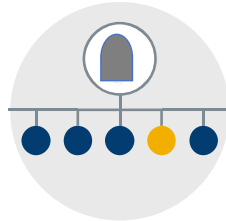
Gift · Video · Video · Video · Email

Welcome Email from XYZ / Welcome to XYZ Video
Introduces the new employee to what it means to work at XYZ, connecting them to employee stories that create a sense of pride, bring our purpose to life and reaffirm their choice to work here.
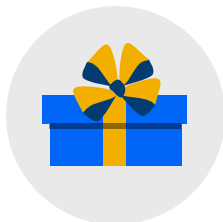
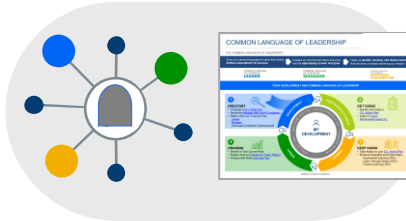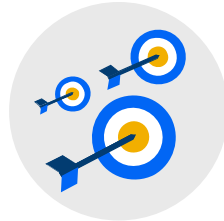**XYZ Welcome Package**
A welcome gift that demonstrates in a tangible way how excited and invested XYZ is in each new employee.#teamXYZ

Life at XYZ: Introducing our Culture
An introduction to our culture and Inclusion and Diversity philosophy and approach.

Life at XYZ : Bring Your Authentic Self to Work
(Inclusion & Diversity)

Life at XYZ : Bring Your Healthy Self to Work
(XYZ)

Life at XYZ : Recognizing Great Work
(XYZ)

Your Career. Your Way.: Keep Learning & Growing
(Performance and development materials)

TEAM & FUNCTIONAL TRAINING

Text goes here and here explaining the ongoing nature of this. Text goes here and here explaining the ongoing nature of this.
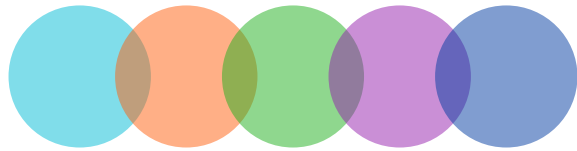
LEARNSOURCE TRAINING

Text goes here and here explaining the ongoing nature of this. Text goes here and here explaining the ongoing nature of this.

Expectations

Connect

We care about creating authentic connections and believe that to lead is to serve others

Community

We care about creating a community of respect, belonging, and inclusion

Commitment

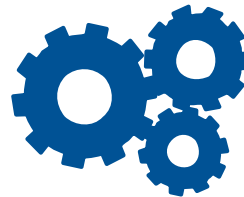We care about our commitment to the advancement of our mission, our customers, and our team
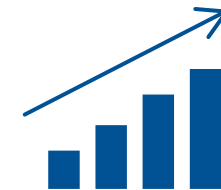
Growth Mindset • Collaboration • Communicating Effectively • Creating High Performing Teams

Developing Others

Managing Individuals Differently

Cultivating Team Engagement

Communicating Enterprise Purpose

Achievement Drive

Assuring Results

Employee Experience Lifecycle Framework

| CANDIDATE | DAY 1 | EMPLOYEE | LAST DAY | ALUMNI |

Finding your Match at XYZ
- Learning about XYZ
- Finding the job
- Applying
- Interviews
- Offer/Rejection

Launching your Career
- Preparing for the First Day
- Onboarding
- Benefits enrollment
- Team and role priorities

Establishing a Rewarding Path

Learn
- New skills and knowledge
- Deepen business acumen

Grow
- Plan my career
- Coaching and feedback
- Development conversations
- Internal movement
- Succession planning

Perform
- Goal setting
- Performance conversations
- Pay conversations
- Recognition

Deepening the Connection
- Exposure, stretch opportunities
- Networking, mentoring
- Company, community, team events
- I&D networks, councils
- Integrations
- Internal movement

Finding Work-Life Balance
- Support during life events (Adoption, moving/re-location, marriage, baby, loss, promotion, mobility)
- Service awards
- Flex work arrangements
- Benefits support

Moving On to What's Next
- Resignation
- Termination
- Retirement
- Reduction in force
- Moving to a new team

Maintaining Our Connection
- Support/ information needs
- Recognition/ referrals
- XYZAlum - advocate
- Rehire

PURPOSE | EMPLOYEE VALUE PROPOSITION | CULTURE

VIRTUAL SUMMER INTERNSHIP EXPERIENCE

THE WHY

The **Summer Internship Experience** is a centralized program experience for all summer interns that creates a **talent pipeline for future full-time employees**. The intentional structure will explore the who, what, when, why and how of XYZ and allow dedicated time for fresh minds to embrace our mission and see their future in changing health care, today.

THE WHAT

Deliver a consistent, virtual internship experience, across the nation, for all early career program summer interns with the operational support of our Regional Leads.

Create interactive developmental solutions through various delivery modalities.

Develop and leverage technology that strategically links the intern community, creating a deeper, intentional connection to the mission and sense of opportunity.

Connect and empower summer interns to explore their potential career journey.

THE HOW

Early Careers mobilized to create a productive and engaging <u>virtual</u> internship experience, in collaboration with internal business partners, to build community and develop our future talent pipeline. The rich experience includes **Summer Structure, Technology, Orientation, Development, Engagement & Leadership/Networking.**

THE LIGHTNING MOBILIZATION

Additional Recruitment
- Hiring an additional headcount of **100** candidates to support those affected by internship cancellation.

Communications Strategy
- Internal: Manager information, summer structure and readiness (E-mail, LOB office hours)
- External: Internship changes and readiness (E-mail, LOB office hours, onboarding)

Manager Preparedness
- Includes: Communication, Templates, Summer Overview, Manager Readiness & Manager Development Conference

Intern Outreach (Pre-Internship Keep Warm)
- Includes: Welcome kit, onboarding/orientation information, equipment for WFH & manager/project introductions
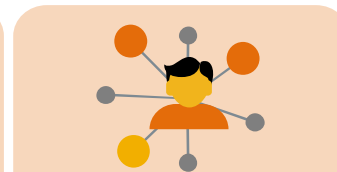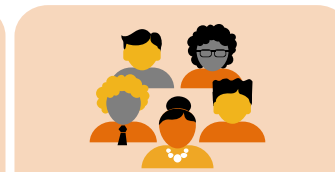
THE VIRTUAL INTERNSHIP EXPERIENCE

Onboard

Orient & Educate

Integrate & Immerse

Deliver & Reflect

MAY	JUNE	JULY	AUGUST
• **5/8-5/18:** Information Sessions • **5/20-5/21:** Manager Readiness • **5/22:** Collaboration Tools Launch • Onboarding and support of **500 interns**, virtually, with Centralized Onboarding Team	• **6/1-6/4:** Manager Development Conference • **6/15-6/19:** Orientation Week • **6/29:** Intern Feedback Survey	• **7/22: Intern** Feedback Survey #2 • **7/9:** (Grad) Midpoint Review • **7/30:** National Intern Day	• **8/3:** Performance Evaluations Due • **8/6:** Intern Combine • **8/7:** (Undergrad) Intern Last Day • **8/21:** (Grad) Intern Last Day • Offboarding begins

Communications, Office Hours, Impact Projects, Podcasts, Speaker Series, Micro Events, Digital Journal

RXY Full-time Program Overview

1-year rotational program with **2 assignments** during program, with a final placement at the end.

Each rotation is a different team/manager/responsibility.
Rotations give a breadth of experience and are a chance to explore interests

Rotation 1	Rotation 1

Post-program position

Orientation

6 months

6 months

Life!

Focus Areas ▶

Software Engineering	Systems/Business Analyst	Data Science	Infrastructure Engineer	IT Security	Project & Product Management