What's your skills success equation

An easier way to build your **skills strategy** and gain a competitive advantage

eloomi

"
Skills are a massive problem, opportunity, and confusion.

Josh Bersin

Understanding the market
for SkillsTech, 2021

Everything you need to know

Skills gaps are growing, the way we define job roles is shifting, and employees are expecting more from their work.

But amongst the chaos is a golden opportunity to make your skills strategy your biggest business strength.

Discover why building an effective skills strategy and developing a true culture of growth is the most effective antidote to this chaos. It is the biggest competitive advantage that you can create today.

And even better: we'll show you how the right approach to understanding and building skills levels the playing field against your bigger competitors, positioning you not just to compete but to pull ahead.

According to IBM's comprehensive study of 3,000 global CEOs, financial outperformers during and after COVID emphasized skills-building 79% more than underperformers.

The urgent truth is: organizations need the right people armed with the right skills to navigate hypersonic change. At the same time, they need a way to reengage and retain catastrophically disengaged employees flocking away from the workforce in droves.

Decoding your true skills DNA , then building more effective, relevant, and growth-oriented skills-based training to enrich that DNA, is the answer.

This eBook will arm learning leaders with everything you need to push skills onto the agenda and start advocating for progress.

Keep reading:

✓ Discover why skills are the hottest topic in HR right now — and why understanding your skills DNA empowers a true culture of growth.

✓ Learn why organizations are eons away from effective skills training and diagnose your own roadblocks to progress.

✓ Explore an easier approach to systematically understand and develop your organization's capabilities and champion true talent development.

Let's go.

Why your organization needs a skills strategy

and why building one is within your reach like never before

Last year, global industry analyst Josh Bersin spoke about how the pandemic kicked the evolution of organization design into overdrive.

He spoke about how organizations have historically been designed in a hierarchical way, to meet the demands of industrial scale. But today, businesses need workers to collaborate and deliver value in new ways, which demands a new organizational model supporting "cross-functional team[s] of hybrid-trained experts".

As Bersin says, "org design is not about 'who leads what' and 'what are the spans of control' anymore. Now it's a serious and strategic discussion about what skills are adjacent to each other, and therefore what clusters or 'tribes' belong together."

We chatted recently to Mark H. Hanson, VP of Strategy, Skills, & People Analytics at world-leading labor data analytics company Lightcast, to get his take on this shift:

"The old approach was talking about job titles but as jobs have become more complex and much broader, this is far too vague. A granular skills-based approach better captures the truth of how organizations function because skills are the atoms that make up the molecules of work."

This skills conversation has serious implications whether you have 100 employees or 100,000+. Understanding the skills DNA of your organization improves every people process – talent acquisition, internal mobility, resource allocation, workforce planning, L&D, because skills underpin and drive each of those functions.

When you understand the breakdown of skills within and needed across your organization (rather than the hierarchical configuration of job titles), you can more easily hire, train, allocate, promote, and retain the right skills mix to deliver value for customers and fulfill your strategy.

But the story's bigger than optimizing individual people functions.

When you know your organization in the language of skills you join the dots across your entire talent function in a new way. Your hiring strategy is connected to your learning strategy to your mobility strategy and to your succession planning, and so on.
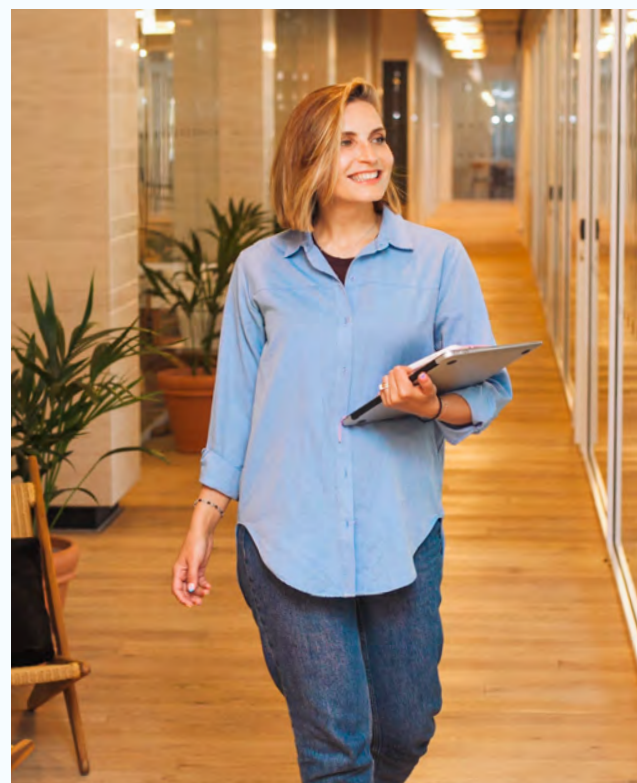
With a strong skills strategy, you power a coherent and complete talent experience across the end-to-end employee lifecycle — strengthening your culture and value proposition and maximizing engagement. It's both flag and fortress: attracting the most talented people to you, arming them to deliver more value, and retaining them for longer.

What this is really about is **unlocking the full potential of your people.**

When you harness skills at the atomic layer of your business, you start to move towards a new fluidity which treats employees not as closed pods but as flowing and borderless pools of value that interact and collaborate in new ways. In this vision, employees are empowered to bring more of themselves to work while creating new value for the business, for longer.

But many organizations – especially smaller and mid-sized companies – have no idea which skills their business has or needs. Let alone a systematic, engaging, and effective way of developing those skills.

This conversation is where L&D leaders can create enormous value, especially right now. Keep reading for everything you need to know to start advocating for progress.

"Eventually the concept of a job could disappear altogether, with employees assigned projects fluidly based on their skills and compensation linked explicitly to skills. In this future, employees would have a powerful incentive to grow their skills and stay sharp."

Mark H. Hanson

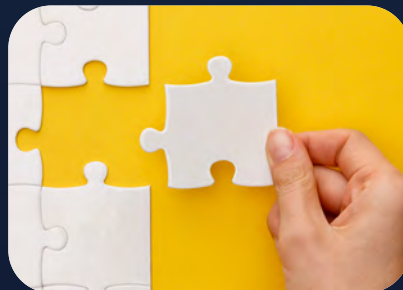**VP of Strategy, Skills, & People Analytics, Lightcast**

Why everyone's talking about skills

A handful of compounding factors has thrust skills firmly into the spotlight. Here's why your C-suite should put skills strategy on the agenda.

The perfect storm for the skills conversation

Growing skills gaps

Global skills shortages

Volatility and uncertainty

The multi-generational workplace

The explosion of remote and hybrid working

Employee engagement becoming a strategic priority

Poor progress on diversity, equity, and inclusion

78%

of business leaders say building capability is critical to their organization's long-term growth

McKinsey

Growing skills gaps

Gartner's HR Trends Report 2022 says nearly one in three skills needed for a job in 2018 will not be needed by 2022. The skills you need are evolving lightning fast, creating an ever-expanding skills gap.

A skills gap is a difference between the skills you need and the skills your people have.

According to McKinsey, **87% of companies world-wide currently have a skills gap** or expect to in a few years. In this context, it's little wonder that 78% **of business leaders say capability building is important** to long-term growth.

Within this, reskilling is most executives' strong preference: 53% of leaders say building skills is their biggest priority to build capability.

But you can't **fix the skills** gap without a nuanced understanding of your skills DNA. And without continuously aligned, evolving skills training your people become less, not more, valuable over time.

The leadership skills gap

COVID-19 thrust new skills into the spotlight as managers and leaders grappled with the major people challenges arising from uncertainty and disruption.

It's unsurprising then that most organizations' skills building has begun to prioritize soft skills. When **McKinsey asked 700 professionals about reskilling**, the biggest priority area for training programs was leadership and management skills.

Overall, three of the five biggest increases in focus were social and emotional skills, and the number of organizations building interpersonal skills and empathy skills had nearly doubled.

It's time we address these gaps. Organizations have been battling a crisis of leadership for years. In the UK, **2 in 5 employees have quit their job because of a bad manager**. The pandemic drew a clear line in the sand: develop better people leaders or watch people walk away.

Skills shortages refer to a lack of talent with the required skills in the labor supply.

Global skills shortages

The Summer 2022 Fortune/Deloitte CEO Survey reports that skills shortages are a top disruptor to business strategy for 59% of CEOs.

Skills shortages make hiring harder, slower, and more costly, which draws focus onto skills training.

When your internal skills function is effective, external talent shortages become less important because you can identify the skills you need and develop them in-house.

Equally, a skills program that reliably develops the skills you need today and for the future empowers a smarter approach to talent acquisition. Hiring for fit and training for skills widens your talent pool and increases hiring success, even in a tight market.

In addition, an immature learning function is a profoundly inefficient use of talent budget.

During financial turbulence, many organizations are focused on skills building as a cost-effective way to build capability.

59%
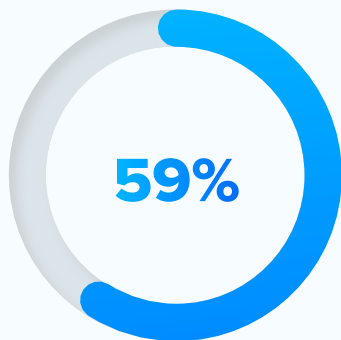
Skills shortages are a top disruptor to business strategy for 59% of CEOs.

Constant volatility and uncertainty

'Uncertainty and volatility' was CEOs' biggest concern for 2022, the Summer 2022 Fortune/Deloitte CEO Survey reports.

Leaders are facing constant pressure to evolve, as the Volatile, Uncertain, Complex, and Ambiguous (VUCA) world continues to shift underfoot.

This shapeshifting landscape puts a premium on savvy strategic thinking (and business leaders are paid accordingly) — but skills are fundamental to successful strategy. As Josh Bersin puts it, "every time the CEO wants to go in a new direction, skills and capabilities are fundamental to execution."

Your learning ecosystem must keep pace with the demands of change. Or the organization won't.

The multi-generational workplace

There are five generations in today's workforce, each with their own traits, skills, preferences, priorities, attitudes, and challenges

Silent Generation
born between
1925 - 1945

Baby Boomers
born between
1946 - 1964

Generation X
born between
1965 - 1980

Millenials
born between
1981 - 2000

Generation Z
born between
2001 - 2020

To build a productive, engaged, inclusive workplace, organizations must build a proactive talent strategy that understands and accommodates differences. So everyone is empowered to thrive.

For instance, a recent SHRM study found Gen Z are typically more anxious about skills at work than other generations. And it's well-established that different generations can often have different digital skills.

Skills-based talent development accommodates this complexity without generalization.

Focusing on skills as the "fundamental building blocks" of the organization, as Josh Bersin puts it, caters to the individual challenges, priorities and needs of an age-diverse workforce.

The explosion of remote and hybrid working

The explosion of new working models has redefined how employees work and collaborate, recalibrating both the skills your people need to thrive and the way they learn those skills.

The shift to hybrid has been a major growth driver for virtual and self-paced learning.

Fosway's Digital Learning Realities 2022 reports that 48% of L&D professionals have significantly changed their L&D to better support a hybrid workforce, for example.

Training leaders must design and evolve learning programs that equip employees with the skills to thrive in this new context. Or risk them leaving for pastures new.

Employee engagement becoming a strategic priority

For many years, employee experience was considered a fluffy HR priority rather than a true business driver.

No more.

The pandemic turned the traditional employment value proposition on its head, reshaping expectations and empowering employees to ask new questions of their employer.

You saw that in the Great Resignation and now in the emergence of 'quiet quitting'. If there was doubt before, it is now abundantly clear: disengaged employees hurt the bottom line.

"Quiet quitters" make up at least 50% of the US workforce, Gallup finds.

This connects to today's challenging hiring market: when it's harder and more expensive to hire, keeping your best people in-house is an open goal.

The spotlight is shining bright on skills development right now, because an effective learning program that empowers employees to grow is a major accelerant for both engagement and retention.

A recent McKinsey study into frontline employees' priorities found job growth is workers' biggest concern, ahead of pay or benefits. 79% of respondents identified growth as their top priority.

Poor progress on diversity, equity, and inclusion

Diversity, equality, and inclusion are major strategic priorities almost across the board — but McKinsey finds there's still a **"lack of material progress"**.

Research shows that **women will not achieve total leadership equity with men until 2073** at the current pace. Despite the fact that **companies with more women in executive positions have a 34% higher return to shareholders**, a fact we all know in spirit, if not specifics.

Leaders are increasingly recognizing how a strategic skills program can spur change, reverse-engineering the skills that drive success and creating inclusive training that propels career growth.

A skills-based learning culture also contributes to inclusive hiring practices, empowering you to hire for potential and train for skills.

There's no simple answer to these challenges. But there's no answer at all without an effective skills strategy and program, to systematically understand and develop your organization's capabilities and accelerate true talent development.

Most organizations are eons away from this vision though.

Let's talk about why.

Most organizations are eons away from an effective skills program

It's probably not news to you that you need to get better at identifying and developing skills

The skills conversation is shifting

LinkedIn's 2021 Workplace Learning Report finds that 64% of global L&D pros agreed that L&D shifted from 'nice-to-have' to 'need-to-have' in 2021. Within that, upskilling and reskilling is L&D's leading priority: 59% of L&D pros called out skills building as their #1 focus — 15% more than 2020.

The report also found this focus on skills building is most pronounced among small and medium businesses rather than enterprises, which typically have robust skills programs already in place. For small businesses, 64% of L&D professionals are focused on skills programs; for medium, 62%.

Upskilling and reskilling is L&D's #1 priority
LinkedIn's 2021 Workplace Learning Report

This increased focus is also translating positively into increased budgets: **Fosway's Digital Learning Realities 2022** says 41% of L&D professionals have a bigger budget in 2022. Only 8% have seen their budget decrease.

> **But despite this emphasis and investment, many organizations are still struggling to constructively map skills, bridge gaps, and engage employees with great training.**

Fosway report fewer than 20% of L&D leaders believe they are effective at upskilling and reskilling, for example. Likewise, the recent **Hays' What Workers Want Report 2022** finds that only 54% of employees say their employer provides learning resources. And 50% aren't satisfied with the learning materials that are available.

But fewer than 20% of L&D leaders believe their organization is effective at upskilling and reskilling
Fosway's Digital Learning Realities 2022

So, the big question is this:

Why are organizations struggling to build an effective skills strategy and skills program?

Let's explore some of the issues you might be facing. But first, let's quickly interrogate what we mean by "effective".

20%

Fewer than 20% of L&D leaders believe their organization is effective at upskilling and reskilling

50%

50% of employees aren't satisfied with the learning materials that are available

What makes corporate learning effective?

The Josh Bersin company recently conducted comprehensive research into corporate training effectiveness, looking at more than 1000 companies in over 100 business practices.

The research found that two things are the major factors driving success: **relevance and growth.**

"The things that matter most are the relevance of your learning offerings, and the way they impact growth. And this makes perfect sense. People are busy, they're stressed, and they want their employer to help them grow. If you can deliver relevant learning opportunities that help people grow, you're really moving the needle."

Josh Bersin dubs this concept 'growth in the flow of work'.

This means effective learning must tick several boxes:

- ☑ It gives learners applicable skills to do their jobs better

- ☑ It helps learners grow their career by developing important future skills

- ☑ It's personalized to learners' unique skills needs and wants

- ☑ It's time-efficient so employees maintain their productive work flow

- ☑ It happens at work, during work hours

- ☑ It's a continuous flow to meet evolving skills needs

- ☑ It's available on-demand when workers need learning support

This stuff isn't brain surgery, but most learning functions aren't there yet. That's most often because of limitations in your existing learning architecture. Corporate learning has evolved so fast, many businesses have struggled to keep pace – especially smaller and mid-sized organizations with resource limitations.

Developing a foundational training and compliance offering is often challenging enough. Let alone building a continuous, holistic, skills-based learning program.

If that's you, you're in luck. We're going to show you why this is easier today than it's ever been before.

Three questions to assess your learning environment

Use our quick quiz to identify any obvious potholes in your existing learning architecture.

1

Q: **What proportion of your training is instructor-led versus virtual instructor-led versus self-paced online training?**

A: Instructor-led: _____

Virtual instructor-led: _____

Self-paced online: _____

The **CIPD's Learning and Skills at Work Survey 2021** found that learning in the flow of work was the most funded learning intervention on average in 2020. Self-directed learning should be a major prong of your skills strategy, so employees can upskill as relevant for their immediate needs.

Some businesses still over-rely on traditional instructor-led training but this demands a huge time commitment from employees. And in a practical sense, it's increasingly hard to coordinate given today's dispersed and remote workforce.

The most effective learning organizations use a blended learning approach that gives employees options to suit their learning style and needs.

Three questions to assess your learning environment

Use our quick quiz to identify any obvious potholes in your existing learning architecture.

2

Q: **What tools do you use to manage online training?**

A:
☐ We use embedded learning in our HRIS

☐ We use Sharepoint or a KMS

☐ We built our own LMS

☐ We use a purpose-built LMS/LXP

Some HRIS tools come with learning modules pre-embedded. This is a cost-effective choice and keeps your HR stack streamlined, but these advantages have big downsides that mean you're typically better off choosing purpose-built learning technology.

Your HRIS interface is typically clunky and unintuitive, which hurts learner engagement. Plus embedded learning content typically lacks depth and sophistication.

Your HRIS provider's main revenue stream isn't learning: it's unrealistic to expect them to be on the cutting-edge of learning tech.

Three questions to assess your learning environment

Use our quick quiz to identify any obvious potholes in your existing learning architecture.

3

Q: **Where do you get your online learning content from?**

A:
- ☐ An online content library
- ☐ An online content provider
- ☐ We create our own online learning content
- ☐ We don't offer online learning

If you've got the budget, content providers can feel like an obvious choice but this approach comes with hidden costs (as well as eye-watering not-hidden costs…)

One issue with choosing a single content provider is that you're totally dependent on that provider's content and learning paths, which might not suit your needs. You're a square peg wedged into a round hole.

Another issue is that you're reliant on one provider to create new content. For organizations of 1000 people or fewer, agility is your superpower: content providers can be a major speed restriction.

Managing multiple providers goes some way to addressing these issues, but that's an astronomical chunk of budget.

Equally though, creating your own content in-house isn't necessarily a good answer. Developing content can be extremely expensive, and it's often so time-consuming and resource-heavy that content becomes irrelevant before it's even finished.

User-generated content can be a fantastic training option – but unless it's connected to skills, it's siloed and only has limited relevance, so it's not time-efficient.

What's stalling your skills function?

Your people care about growing their skills. You care about your people growing their skills. So why, despite best efforts, are many organizations still struggling to build an effective skills function?

Here are four connected challenges – and under each you'll find a short quiz to diagnose which issues you might suffer from.

You don't have a skills taxonomy

Lots of organizations invest in learning content but unless you understand your underlying skills architecture, learning doesn't reliably connect to job performance. Come back to Josh Bersin's 'growth in the flow of work' concept: to be relevant and empower growth, training must equip learners with the right skills to perform better.

An effective skills-building function, then, must be able to identify the skills you have and the skills you need, so you can identify relevant skills-based training needs.

This is foundational. But it means you need a skills taxonomy, which has historically been such a gargantuan project that it's inaccessible to anyone apart from the biggest enterprises. And often, not even them.

A skills taxonomy is a structured list of skills that identifies and quantifies the capabilities of a business

What a skills taxonomy really does is create a common language of skills, which underpins every people function and system.

Lightcast's Mark H. Hanson explains:

> *"The big problem everyone's facing right now is, 'how do we define our skills? How do we define the capabilities that matter for our business?' Terms are floating around interchangeably and mean different things depending on context.*
>
> *A common language is critical or else you have a bunch of disconnected words floating around. A shared language connects your talent ecosystem in a meaningful way."*

This is where many HR and L&D professionals' focus is right now—but building a skills taxonomy is hard. **There are three issues:**

BUILDING

Building a skills taxonomy is a big undertaking. You might have hundreds or thousands of job titles across your organization, and tens of thousands of interrelated, overlapping skills.

Collating, correlating, and reconciling takes herculean time and effort, and demands collaboration and buy-in from many different stakeholders.

CONTEXTUALIZING

Your organization doesn't exist in a vacuum. If your taxonomy doesn't have external reference points, your skills language becomes static, blinkered, and unintelligible.

You need alignment between the market and your internal skills language: how can you hire, develop, and promote project management skills, for example, if your "project management" is the market's "account management"?

MAINTAINING

It's difficult enough to build a skills taxonomy but it's far, far harder still to maintain it. Skills change constantly: your taxonomy must accommodate and reflect that change continuously. Or it'll become outdated before you've even finished it.

Josh Bersin calls this out, pointing out how easily the "massively complex project" of building a skills taxonomy can become "an architectural project that never ends".

A skills taxonomy is the most valuable asset your organization can build because it powers not only L&D but every talent function. But you need a faster and simpler way to build, contextualize, and maintain one.

Self-diagnosis:

Which skills are most important for your business today?

1. _____

2. _____

3. _____

Which skills are your biggest priority for tomorrow?

1. _____

2. _____

3. _____

Which skills do your people care most about developing?

1. _____

2. _____

3. _____

How well do you understand your skills mix?

📣 Communication

💰 Market research

💰 Market research

🤝 Teamwork

🖥️ Coding

Your training content doesn't evolve with skills needs

One of the big challenges with building an effective, relevant, growth-focused skills training program is the pace of skills disruption: what Lightcast have called **the Great Disruption**.

> **Lightcast analyzed millions of online job postings between 2016 and 2021 and discovered that on average, the skills within all jobs across all industries have been disrupted by 37%. Among high-disruption jobs, that leaps to 76%.**

Lightcast, 'Shifting Skills, Moving Targets, and Remaking the Workforce'.

In practice, that means your learning content needs are enormous because they're continually evolving. You need **a huge library of content**, constantly updated, connected to your workforce's current and emerging skills needs.

Depending on your organization's current learning architecture, that's extremely difficult (and expensive) to achieve.

It is extremely difficult to build and maintain an internal content library that meets your evolving needs – but content providers take a huge chunk of your budget (if you can afford them at all) and they're rarely geared for fast content evolution.

And they don't actually solve the skills taxonomy problem.

Providers' content is typically built on a taxonomy, sure, but their language bears little relationship to your own internal skills language. You still need to build a taxonomy for your own organization.

Content providers' skills taxonomy is often static, too, not continuously maintained based on external market data. How do you know the content is relevant?

User-generated content can solve the problem of scale, by creating an army of possible creators (although regulating for quality control still takes time). But unless you can connect this to skills, it has only limited relevance – becoming a productivity black hole.

Can your content library adjust on the fly to employees' needs?

To deliver an effective skills program that drives growth for your people and your business, you need an evolving content library that's connected to your evolving skills needs.

Self-diagnosis:

To what extent can you track your content for key skills and spot coverage gaps?

(1)—(2)—(3)—(4)—(5)—(6)—(7)—(8)—(9)—(10)

To what extent is learning content personalized for each employee?

(1)—(2)—(3)—(4)—(5)—(6)—(7)—(8)—(9)—(10)

How confident are you about your program's ability to close your skills gaps?

(1)—(2)—(3)—(4)—(5)—(6)—(7)—(8)—(9)—(10)

← *How well does your L&D connect learning to skills?*

Your learners are disengaged

Learner disengagement is one of the most insidious problems hurting skills program effectiveness.

Despite increased focus on learning experience, the truth is that very few organizations have solved this yet.

42% of learning professionals think learner fatigue is a bigger issue now than ever.

Fosway's Digital Learning Realities 2022

Too often, today's corporate learning environments are a bingo card of boring, confusing features that turn learners off.

Like:

✓ One-size-fits-all learning paths

✓ Compliance-centric (yawn)

✓ Clunky and unintuitive interface

✓ A mess of unstructured content

✓ Inefficient; time-consuming

✓ Tedious monopoly of content

✓ Irrelevant content

Shocking, isn't it? That employees don't find learning like this engaging, motivating, nor empowering.

And even more shocking that the band-aid solutions of mandating training from the top-down or tying training to bonuses does little to inspire employees to own their learning journey.

"When you connect learning to the skills needed for a role, or a role someone's interested in, the more you incentivize employees to learn.

You don't force them – you inspire them, by showing them new learning pathways and unlocking something really valuable."

Mark H. Hanson
VP of Strategy, Skills, & People Analytics, Lightcast

Learner engagement is more critical against the backdrop of changes we explored in section one because it's a path to major competitive advantage.

When hiring is harder and more expensive, building a culture of growth is a powerful element of your employer branding and retention strategy.

Self-diagnosis:

What is your learning net promoter score (INPS)?

_____

What is your voluntary training adoption rate?

_____

How many learning pathways are available to your people?

_____

How well does your organization deliver on learning experience?

Your learning function doesn't drive business impact

Five years ago, only 8% of CEOs saw the business impact of L&D and only 4% saw tangible ROI. The space has evolved since then as L&D has grown in influence, reach, and stature – but proving impact hasn't gotten much easier.

COVID-19 shone a light on learning professionals, upping the stakes for more effective, engaging skills programs that served both the workforce and the business. This has brought some great changes: according to LinkedIn's 2022 Workplace Learning Report, L&D professionals have seen 15% more promotions than HR generally. And L&D spending power is at a six-year high.

But with great power comes great responsibility – and the pressure's on for L&D leaders to deliver meaningful business results. For many learning organizations, that's little more than a pipedream.

There's a huge opportunity right now for learning professionals to guide the organization safely through choppy seas, building a skills-based learning culture that connects powerfully back to engagement, retention, and performance.

But budgets and goodwill won't extend forever.

How much does your L&D deliver business impact?

Self-diagnosis:

What business goals does L&D impact most?

1. _____
2. _____
3. _____

How do you measure the impact of your skills program?

1. _____
2. _____
3. _____

To what extent is your CEO a champion for L&D?

(1)—(2)—(3)—(4)—(5)—(6)—(7)—(8)—(9)—(10)

If you've completed the self-diagnosis exercises, you should now have a pretty good understanding of where your learning ecosystem could improve. Let's talk about how.

A new approach to skills-based talent development

15%

Only 15% of L&D professionals have an active skills program

We've shown you why building a skills strategy and developing an effective skills program is so powerful – but also why it's always been so challenging.

That's how come only 15% of L&D professionals have an active skills program right now – and only 5% have reached the stage of measuring and assessing results.

This is the part where we say, **until now.**
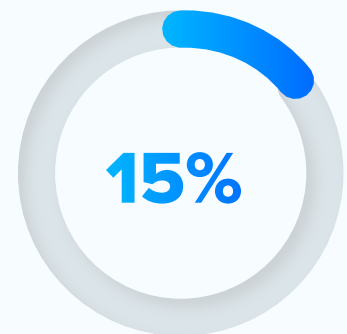
The learning space is evolving fast, and there's now a major emerging opportunity for the smaller, less-resourced organizations to enter the game alongside enormous enterprise peers. And with your natural agility, to compete to win.

The right learning platform is your springboard, first to dissect your organization into an atomic skills layer and then to empower employees to upskill and reskill where it matters most (to them and the organization).

To get there, look for learning technology that's:

Underpinned by external skills data

The major challenge that's stalling skills progress lies in understanding the skills throughout your organization (your skills taxonomy). But the right technology solves this problem, empowering you to map out the skills across your organization in a fraction of the time.

The right learning tech should be underpinned by a ready-built skills taxonomy – crucially, one that's based on billions of external data points and is continuously updated.

You don't need to reinvent the wheel. The gold standard already exists: you just need to use it.

eloomi is built around Lightcast's library of 75,000 business titles and 32,000 skills.

This library is a living, breathing dataset that evolves based on scraping 8-million job postings daily.

With eloomi, **employees quickly build an individual skills profile** based on their title, self-assessed skills, and skills they want. These insights are rolled out across the business, creating an engaging **bird's eye view of your organization's current skills**, skills gap, and employees' skills priorities.

To power better development conversations with your people.
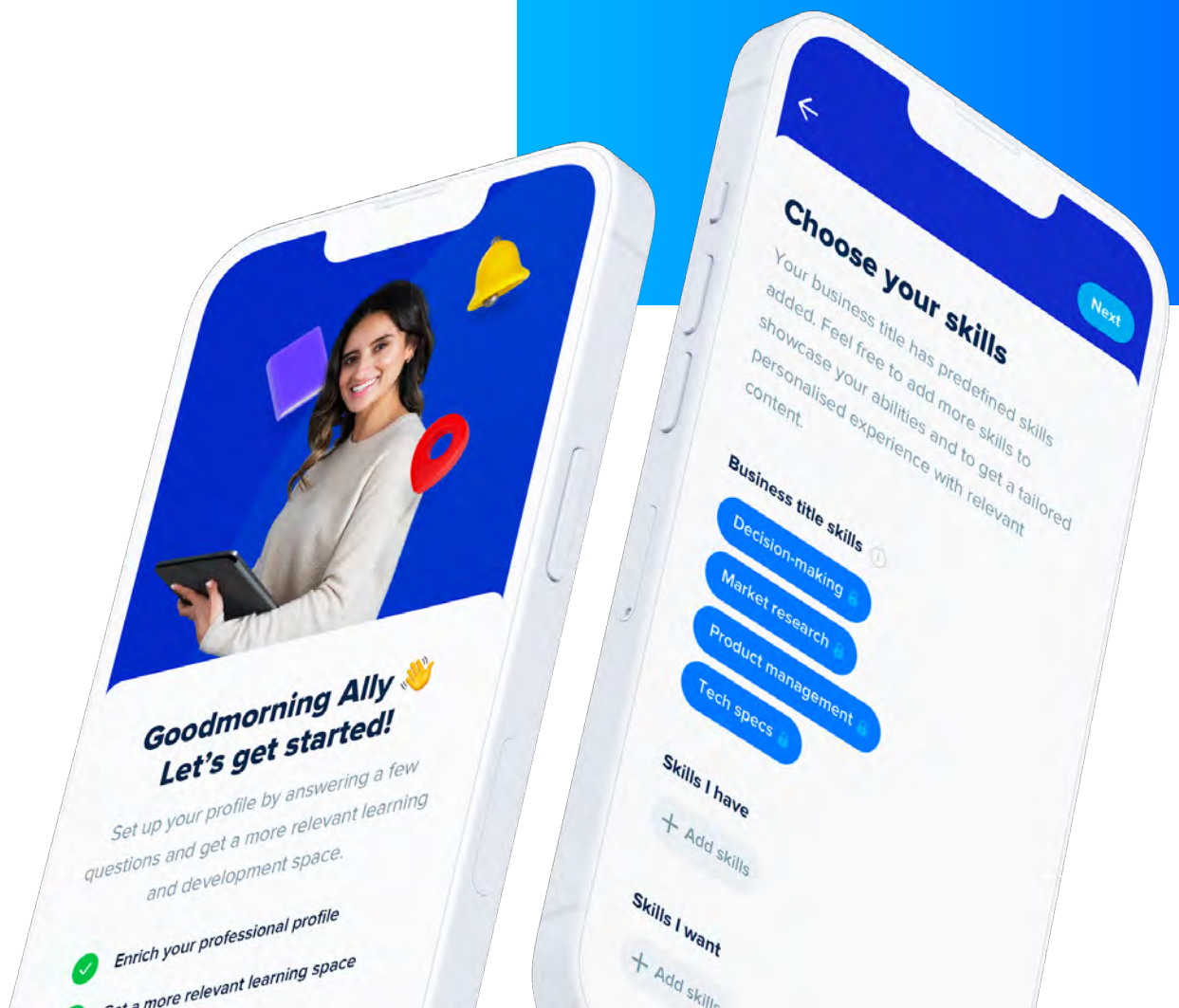
Connecting skills to great learning content

Mapping the skills across your organization is only the first part of the opportunity here. The right learning tech should also connect this skills map to learning content, to make closing the skills gap easy.

Often learning programs present employees with a confusing, overwhelming sprawl of unstructured content.

Even if there's good coverage over your needs, employees can't easily find what's relevant. It's as good as useless.

Connecting learning to skills is an alternative approach that offers employees an enormous array of growth opportunities that are always extremely relevant.

eloomi's content library collates **over 80,000 handpicked courses** from the best providers into one place, aligned around a single skills taxonomy.

Instantly **match employees to the training they need** for their role, for tomorrow's roles, and to further their own career growth goals.
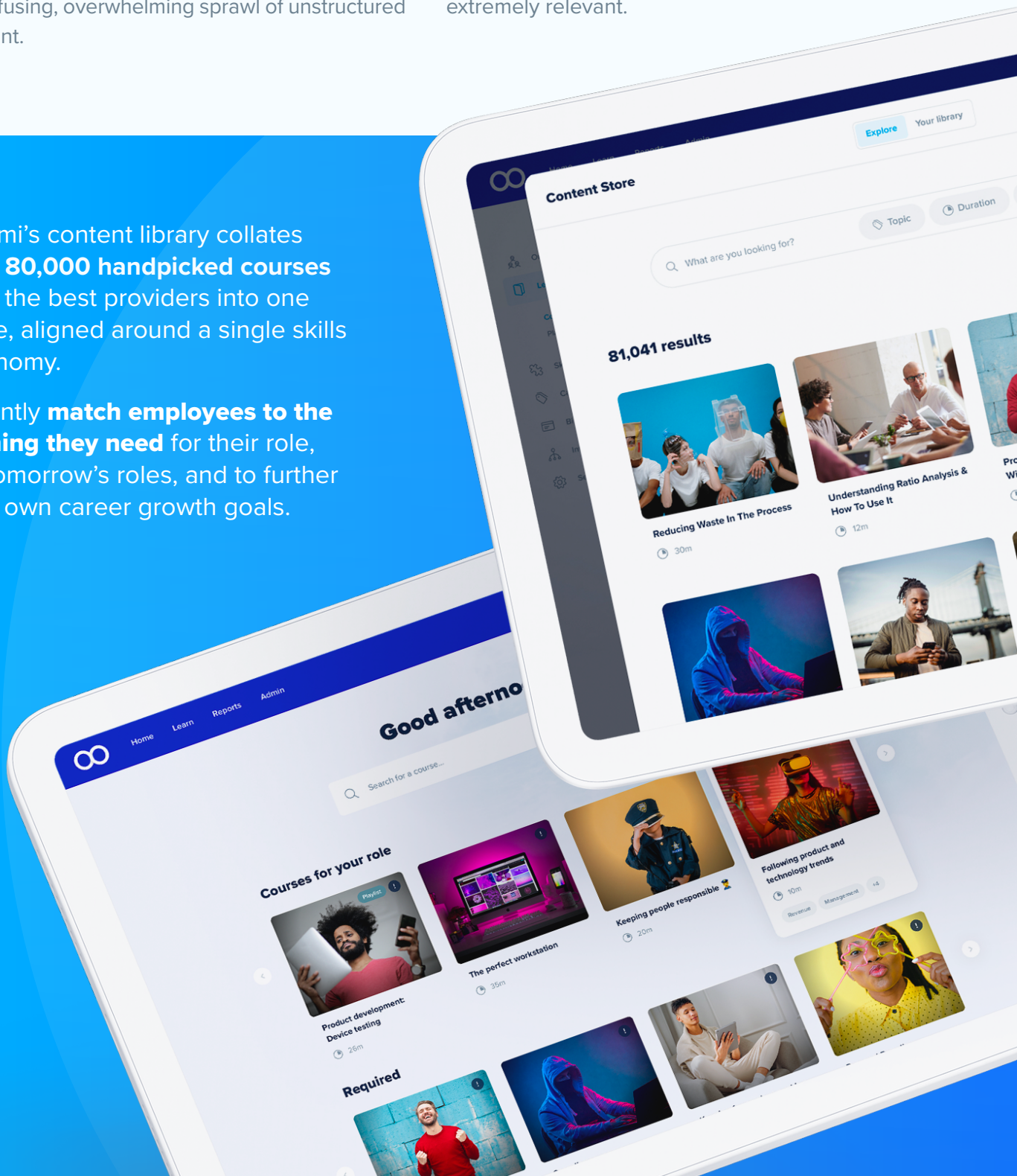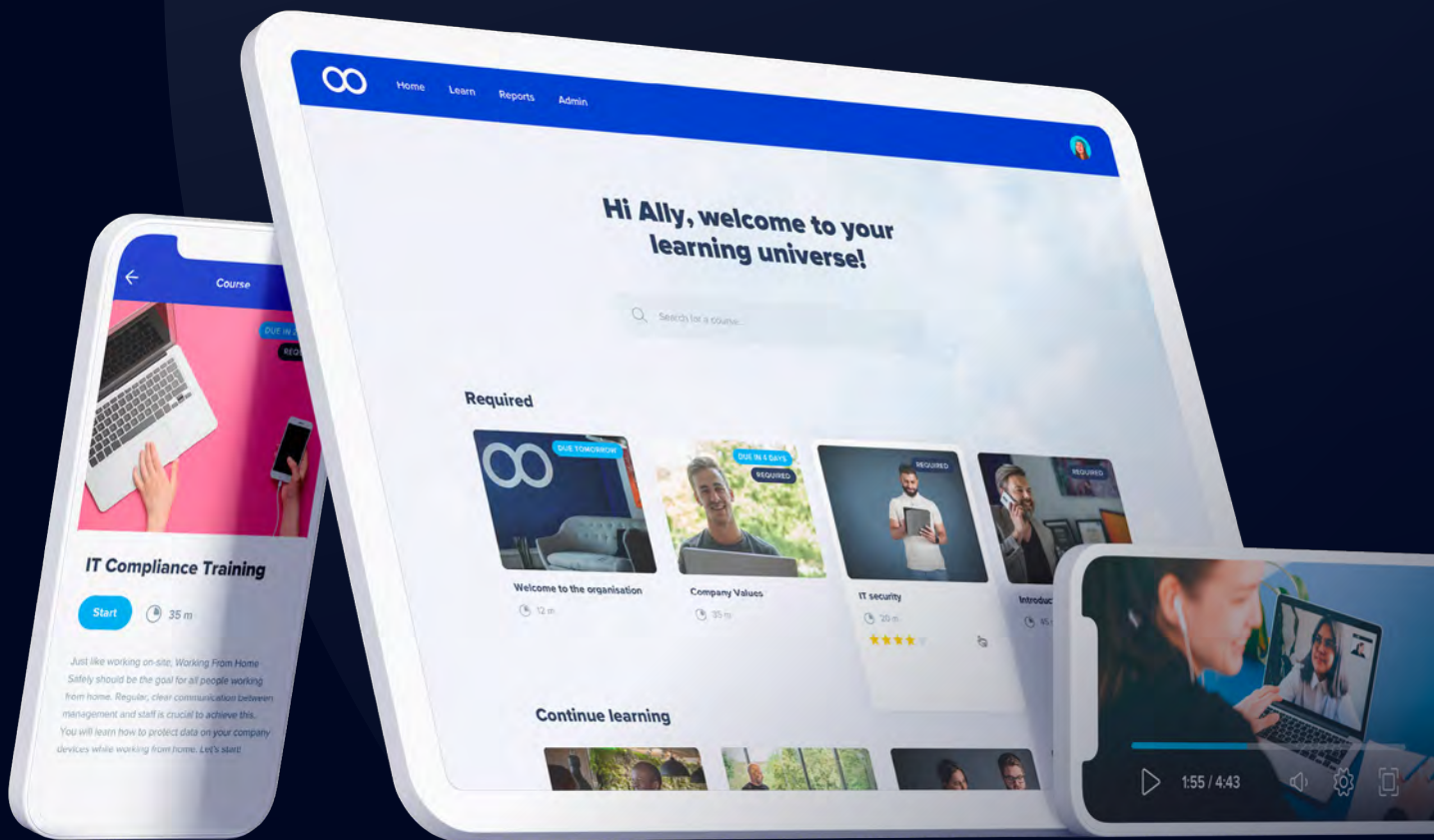
Offering diverse learning content from one place

Content providers often have amazing content but they're typically extremely expensive. And often, one provider alone doesn't meet your diverse needs so you either have to settle, or to manage multiple vendors.

Using a content library means you can tap into what's great about content providers, without what's not. And protect against learner fatigue, with an engaging roster of diverse content.

A robust content library gives you the best content from the best places without multiple contracts.

Prioritizing learning experience

The right learning platform must deliver a modern, intuitive, consumer-grade learner experience, to increase learner engagement and minimize drop-off rate.

But this alone isn't enough to change learner behavior and drive uptake. To power engagement, you need to put learning in your people's hands.

In practice, this means delivering a personalized learning experience that uses AI to suggest training curated for employees' development preferences.

This way, you create a training mechanism that truly helps your people take control over their career growth. That's a profoundly empowering experience that creates a true culture of learning.

A truly flexible content library empowers your employees to grow

Supporting your own content

If you've already invested into building your own content, you need learning tech that supports this collateral, to avoid sunk costs. But more to the point, the right learning platform can unlock more value from your investment by migrating your content into a common skills architecture.

This has huge implications for user-generated content which, done right, can deliver huge value.

User-generated content is more relevant and engaging than external content but only if you connect training to the right people, so the time-investment is worthwhile for both creators and learners.

The right platform empowers you to activate the company brain – promoting a culture of growth and knowledge-sharing.

As well as supporting your own training content, eloomi also comes with **an intuitive, drag-and-drop course builder** so you can create your own training content, customized according to your brand and culture.
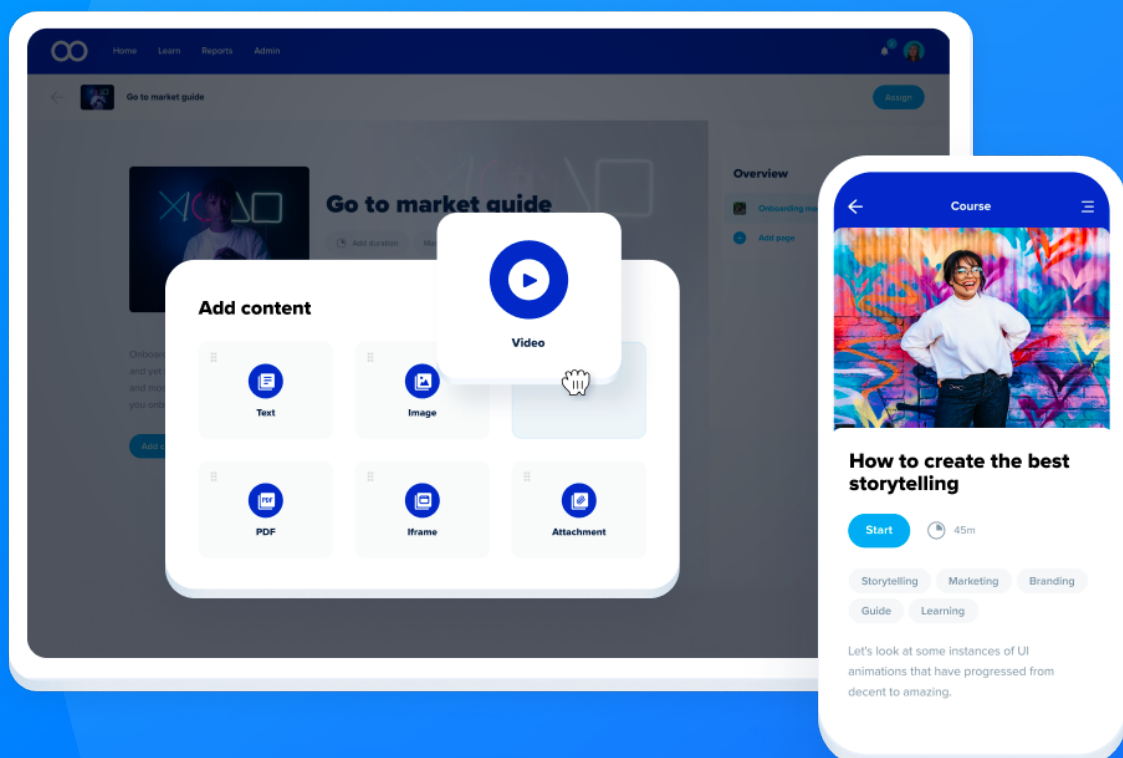
Unlocking reporting

The right learning platform should make it simple to track, improve, and prove the effectiveness of your learning function. Look for at-a-glance birds' eye summaries and granular breakdowns of your learning environment, with comprehensive insights into how your learners are engaging.

Great learning reporting should also integrate learning with performance management, so you can connect learning performance with on-the-job skills improvement to prove tangible ROI. In other words, so you can literally track whether your skills programs drive 'growth in the flow of work'.
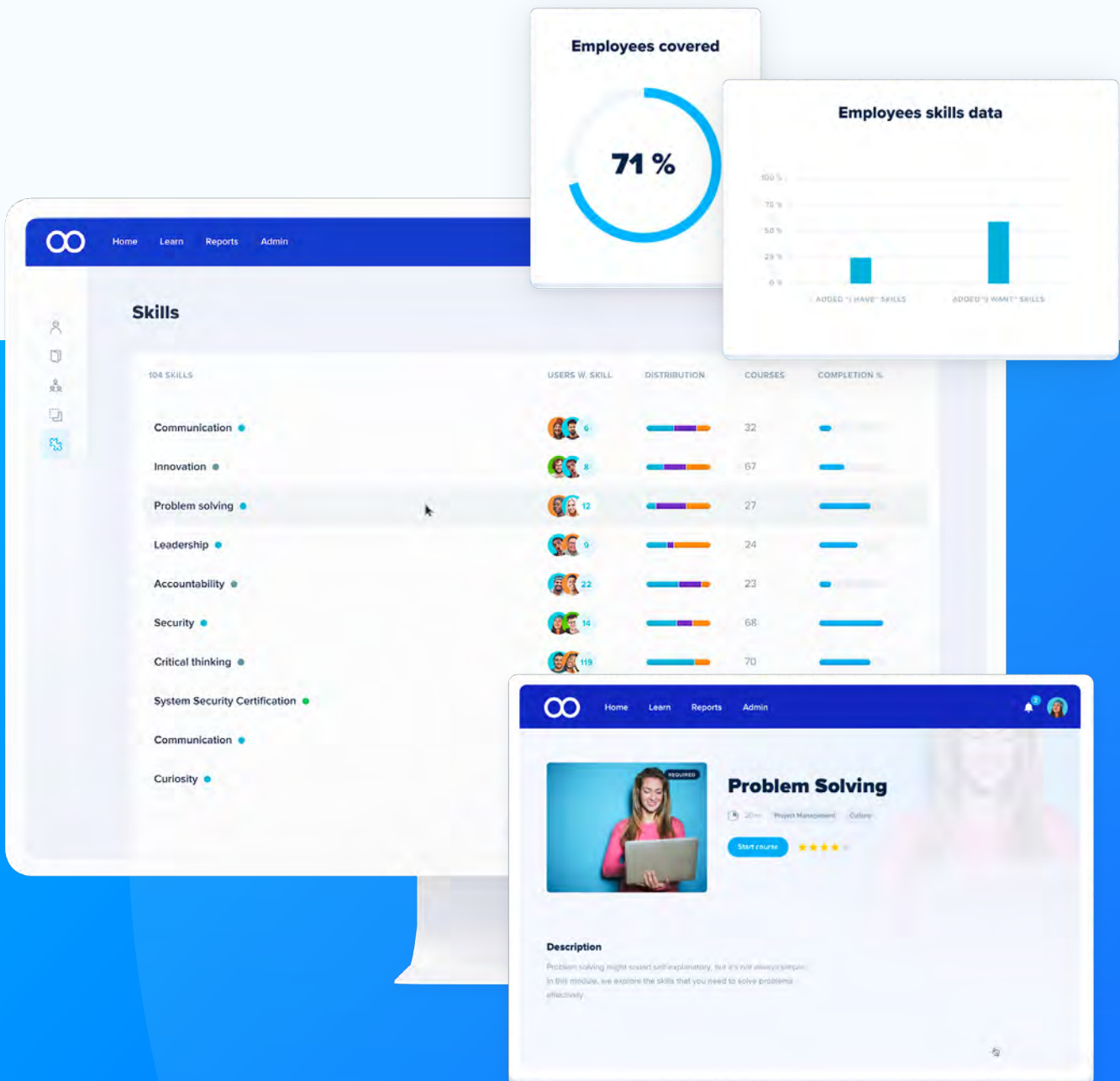
Beyond technology

Becoming a skills-based organization and championing better people development isn't only a technology challenge. It's also a process and buy-in challenge, to champion true culture change.

Mark highlights the important components for successful change management:

- ✓ **Secure executive champions**
- ✓ **Build cross-functional partnerships**
- ✓ **Educate and involve managers to support change**
- ✓ **Communicate a clear learning strategy outwards**
- ✓ **Establish learning as a priority from onboarding onwards**
- ✓ **Embed learning goals into performance management**

"Creating a true learning culture isn't just about putting new software in front of people. There's change management needed, to embed a new cultural attitude into the muscle of the organization."

Mark H. Hanson
VP of Strategy, Skills, & People Analytics, Lightcast

With the right technology supported by change management, people leaders are equipped to guide the organization to develop a skills strategy and program that drives true growth.

Unlock your people's full potential

In this eBook, we've shown you why skills are the hottest of hot topics right now. Skills are the atomic layer of your organization: understanding your skills DNA transforms every people process.

A true skills map gives you the **visibility to hire, train, promote, and retain the right capabilities** to meet your strategic goals, today and tomorrow. Even in a shapeshifting Tetris-like landscape of accelerating change.

But more than that. A great skills function doesn't just create a skills map of your organization. It also connects skills to learning, to systematically **bridge skill gaps, build new learning pathways, and unlock true people development.**

This is an answer to the biggest challenges your organization faces today. As turnover spirals and skills gaps grow, an effective skills development program harnesses your talent pool's full potential – and **cultivates a true growth culture that attracts and retains the best.**

Skills development has often been a conversation reserved for the biggest, best-resourced enterprises – but it needn't be.

With the right learning platform every organization has better people strategy at their fingertips.

🤝 Teamwork

🖥️ Coding

📢 Communication

💰 Market research

💼 Decision making

Lead the skills conversation

eloomi Infinite is the award-winning learning experience platform that over 800 customers in 88 industries and 32 countries rely on to power a culture of true people development.

Book a call with our experts to chat about your current skills strategy, boost your skills program, and see how eloomi could enhance your culture.

Let's chat