



Skillsoft Request for Information Response

The GEAR Center

Proposed To:

The Office of Management and Budget
725 17th Street, NW
Washington, DC 20503

Proposed Date:

September 14th, 2018

Primary Contact

Randy Newman
Vice President, Federal
(202) 302-6266
randy.newman@skillsoft.com

Secondary Contact

George Soltys
Area Vice President, Public Sector
(703) 753-8179
george.soltys@skillsoft.com

Skillsoft Corporation

300 Innovative Way
Nashua, NH 03062
Phone: (603) 324-3000
www.skillsoft.com



Table of Contents

How Skillsoft Can Help	4
<i>Experts in Adult Learning</i>	<i>5</i>
<i>Federal and Private Sector Experience</i>	<i>6</i>
<i>Our Understanding of Talent Trends and Key Skills for the Workforce of the Future</i>	<i>8</i>
<i>Access to Data and What that Data Tells Us</i>	<i>10</i>
<i>Partner Relationships and Expertise in Partnering</i>	<i>10</i>
<i>Best in Class Learning Solutions to Support Key Trends and Workforce of the Future</i>	<i>11</i>
<i>Specific Examples of Best Practices</i>	<i>12</i>
Response to RFI Questions	13
Our Recommended Approach: Developing Agile Employees	13



Introduction

Skillsoft is pleased to submit our thoughts in response to the GEAR Center's request for information around ideas and best practices to help transform the Federal government and reskill Federal employees to develop the Workforce of the Future! I have had the opportunity to participate in the Virtual Conference on August 23rd and the Federal Workforce Symposium on September 12th and am very excited and energized by what the GEAR Center is hoping to accomplish! Based on what we've learned at these events and our industry expertise below are the challenges we feel exist and the ones we intend to address:

- Engagement and Retention Issues for key personnel
- Limited capability to address and improve skill gaps for key job roles
- Leadership that doesn't fully understand the changing landscape of today's employee nor the skills necessary to develop the Federal Workforce of the Future

Skillsoft has a long and successful history of supporting over one hundred Federal agencies, including all Cabinet level agencies, all branches of the military, most of the DoD's fourth estate and most independent agencies! We are extremely proud of the 20+ years we have worked with the Federal community to provide learning solutions to personnel deployed world-wide. We know the Federal Government is challenged, as never before, to transform and reskill the Federal Workforce while enhancing readiness and operational efficiency in the face of intense fiscal scrutiny. We believe Skillsoft's experience partnering with the Federal and Private sector provide us with a unique perspective into the most effective ways to provide critical technology and leadership training to personnel world-wide.

Skillsoft can support the GEAR Center and Federal Government with best practices in upskilling and reskilling workforces across all industries, data that provides insights into the skills employees are getting today and which skills will be critical for the future and best-in-class content and technology solutions that drive measurable business impact around the world.

Thank you for taking the time to review this response and we hope you find it beneficial. We have outlined our response as follows:

- How Skillsoft Can Help
 - Our Expertise in Adult Learning
 - Skillsoft's Federal and Private Sector Experience
 - Our Understanding of Talent Trends and Key Skills for the Workforce Future
 - Access to Data and What that Data Tells Us
 - Our Approach to Partnership
 - Best in Class Learning Solutions to Support Key Trends and Workforce of the Future
 - Specific Examples of Best Practices



- Skillsoft Response to RFI Questions
 - What are leading practices for effective reskilling, upskilling, and training adult workers, including opportunities for new applications of existing models?
 - What approaches could be piloted for possible application and scalability across the Federal sector in various learning domains (e.g., cognitive, affective, behavioral) - such as gamification, use of massively open on-line courses (MOOCs), apprenticeship models, and other new approaches?
 - What are examples of metrics currently used to assess the effectiveness of reskilling and upskilling efforts?
 - Do any of the suggested approaches have a particular nexus to the Federal workforce and/or to the automation of existing workflows, and transformation of existing skills to in-demand skills expected to comprise the “future of work”? If there are occupations or skill sets that would provide an opportunity-rich environment, please include specifics.

We are excited to partner with the GEAR Center and additional academic and private organizations to help build the Federal Workforce of the Future!

Randy Newman

Randy Newman

Skillsoft | mobile: 202.302.6266

Vice President, Federal

randy.newman@skillsoft.com



How Skillsoft Can Help

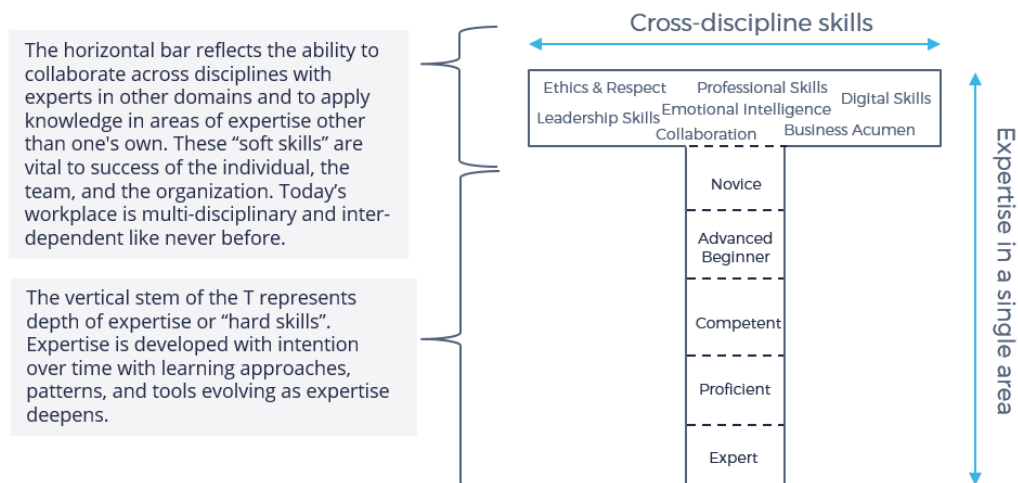
Skillsoft is poised to support the GEAR Center's vision to form *a non-governmental, public-private partnership to address operational and strategic challenges facing the Federal Government, both now and into the future, across an array of disciplines, such as data science, organizational behavior, and user-centered design*. Our deep experience operating as a trusted partner and leading global provider of high quality, innovative, cloud-based learning and performance support resources, for both the private and public sectors, enable us to support the GEAR Center's objectives to develop and reskill the public-sector workforce in creative and effective ways.

Today's world is transforming. The rise of technology along with the increase expectations from consumers and citizens is disrupting business models, shifting organizational mission and structure, and impacting the skills required to operate in today's digital economy. The digitization of the workplace brings many exciting opportunities yet to be discovered. To realize these opportunities, today's employees must develop acumen in both technical and business areas, as the convergence of these mindsets and skillsets is key to developing the workforce of the future. Developing a Growth Mindset, Cognitive Flexibility, Virtual Collaboration, along with clarity around emerging technologies such as AI, Blockchain, Machine Learning, etc. and the understanding of how they impact the organization of the future and our everyday work experience is critical.

The "shape" of employees will change to adapt to the new digital workplace.

"The Ideal workers of the next decade will be 'T-shaped', meaning they will bring a deep understanding of at least one field, but can converse in the language of a broader range of disciplines."

- "Are You Fit for the Future", Devin & Fidler and Marina Gorbis





At Skillsoft we see the "T-Shaped Employee" as *required* for a true transformation to occur and we are uniquely and fully equipped to support this type development across business and technology domains. The benefits of adopting a T-Shaped Employee philosophy can result in a more adaptable, versatile workforce, and the benefits can also be applied to the reskilling, upskilling and recruiting initiatives, especially important to consider for the mission critical roles (Data Scientist, etc.) of the future.

The breadth and depth of Skillsoft's experience, services, platforms, and content solutions, successfully enable organizations to improve business performance and achieve competitive advantage through our thought leadership, beautiful technology, and engaging content. A partnership with Skillsoft includes our deep experience in both the public private sectors and the ability to leverage best practices from both to apply to both.

Experts in Adult Learning

Skillsoft's learning philosophy balances adult learning theory with the needs of today's worker. Time pressure at work is real. Bersin cites an average of only about 30 minutes a week available for ongoing growth and development. This combination of how adults learn, plus very little time for learning at work, presents challenges that require a varied approach to development.

Skillsoft Applies Brain Science Research to Deliver the Most Engaging Content

Skillsoft has partnered with the Massachusetts Institute of Technology's Office of Digital Learning and Accenture for an extensive research initiative delving into the science of learning. Our goal is to precisely determine what instructional strategies stimulate employee engagement and interest.

Research shows that when learning is contextualized it is more effective. Skillsoft's approach uses learners as the center of the learning experience, focusing on individual needs and meeting each learner where they are in their journey. Whether you prefer videos or reading, listening or hands-on coding for practice, Skillsoft's Watch. Read. Listen. Practice. method is broad and flexible enough to engage all learners so content sticks and employees grow.

Skillsoft's content applies research using:

1. Powerful imagery, important to recall and application on the job
2. Balance of narration, visuals, and text which is critical to solidify the learning and minimize distractions
3. Conveyance of meaning, not just rote information transfer
4. Conversational style in line with how we naturally learn
5. Outstanding production quality with good content pacing

To learn more, click below:

[Sponsored Neuroscience Research with MIT and Accenture and Skillsoft](#)
[Looking inside – Skillsoft and MIT launch new research initiative into the science of learning.](#)
[Neuroscience Research Correlates a Growth Mindset and the Capacity to Learn New Skills](#)



Federal and Private Sector Experience

Hundreds of thousands of Federal employees access millions of Skillsoft resources each year with the goals of:

- Enhancing IT skills to ensure the right technologies are leveraged to create efficiencies
- Implementing digital transformation initiatives to better execute their agency mission, while meeting and exceeding modern expectations of our nations citizens and the world
- Improving engagement across the federal workforce with ongoing leadership development
- Nurturing business skills and digital literacy to continuously improve professional effectiveness
- Effectively maintaining compliance to mitigate risks and ensure workplace health & safety standards

Skillsoft works with all Departments and Military Branches, as well as most independent agencies in the U.S. Federal Government.



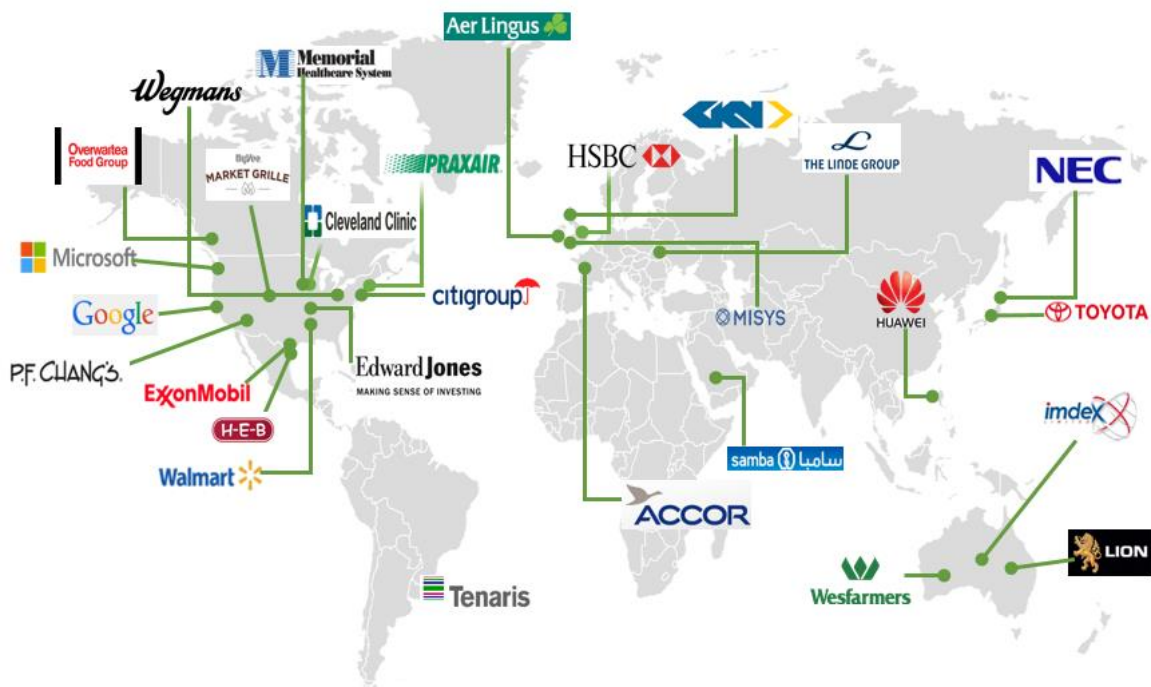
The Skillsoft team has the opportunity to leverage past and present insight gained from years of partnering with Federal Agencies and a number of successful case studies around strategies on developing a culture of learning across agencies. We shared some of these best practices with our Federal community at our Federal Perspectives event on May 1st. [Insights and Key Takeaways From Skillsoft and SumTotal's Federal Perspectives](#)



Skillsoft is trusted by the world's leading enterprise organizations:



A sampling of our clients around the world is illustrated below:



- 45 million users
- #1 LMS by Market Share
- #3 TMS by Market Share
- 2,500+ implementations
- 160 Countries
- 29 Languages



- 400+ million users
- 1 billion+ modules completed
- #1 by Market Share
- 65% of Fortune 500
- 31 Languages



Our Understanding of Talent Trends and Key Skills for the Workforce of the Future

This is the year that organizations are making big changes to keep and attract great employees to stay ahead of the competition.

- **What are we seeing at work?** Technology is the way forward. Employees expect software to look like the intuitive technology they use at home. Spending will increase on elegant technology that promotes productivity and collaboration.
- **What's happening in talent?** Organizations will grow compelling brands. Organizations will look to create a captivating and authentic employment brand with a strong focus on attracting top talent.
- **What's happening in learning?** Learning will be connected to business impact. Connecting learning to business results and impact will be an expectation, not a nice to have.

Overall, the digital world is transforming today's workplace. According to the World Economic Forum, we are on the verge of a technological revolution that is predicted to “fundamentally alter the way we live, work, and relate to one another.” Known as the Fourth Industrial Revolution, this disruption will be felt in every industry and in every country.

High performing organizations who have their eye on ensuring sustainability, are responding by ensuring they have the right skills to stay competitive and relevant. HR and L&D are at the forefront because they know the ultimate competitive advantage lies in the ability to learn fast, but in a way that does not compromise quality and facilitates learning that is tightly aligned to critical business outcomes.

What are those key skills? According to The World Economic Forum, the 10 top skills required in the Fourth Industrial Revolution are:





2018 Trends: IT and Technology

With the popularity of applications like Uber and platforms like Netflix, digitally enabled public service is becoming a base-level expectation of citizens for their government. Citizens' expectations are higher than ever, and they want immediate responses, ease of interaction with government agencies as well as operational efficiency. Technology is changing the way government is recruiting, training and retaining the federal workforce. The government has numerous opportunities to rethink a lot of their processes. "[In government] change is the only constant," Dominic Delmolino, Chief Technology Officer for Accenture Federal Services said. "Now, the change waves are faster and shorter than they've ever been."

Ultimately, staying ahead of the wave of digital transformation will require innovating thinking, the right technology investments and new ways of training and recruiting the future Federal workforce. But through the right learning and talent platforms, Federal government can continue to deliver, and even exceed expectations for both citizens and employees. The most in-demand and most valuable skills support the realignment of, or new investment in, technology, business models, and processes to drive new value for customers and employees and more effectively compete in an ever-changing digital economy.

Organizations that succeed with their transformation journey understand that both their technology and business groups need to be in lock-step on their transformation plans. In fact, real success comes when organizations realize the initiatives are not a one-time deal, they are continuous. There is not going to be a moment in the future where organizations can say they have transformed and can stop innovating, changing or transforming. This epiphany signals that continual learning is the only way to enable their workforce to accomplish their goals.

Technology changes quickly and developers get consistently bombarded with new technologies and methods for building systems, software and products. This is why it is critical for an organization to ensure their developers stay ahead of, or remain proficient with, the tech stacks that enable growth and transformation. [Skillsoft's IT Training Portfolio Helps Organizations Keep Up with Today's Changing Technology](#)

Top IT Skills for the Future:

AI/Machine Learning, Mobile Development, Data Visualization, Cloud and Distributed Computing, Statistical Analysis & Data Mining, Network and Information Security, Digital Transformation, Web Architecture and Development Framework are the most critical skills listed for IT organizations.

Top 7 most in-demand IT/tech jobs:

1. Business Intelligence Analyst
2. Data Scientist
3. Database Developer
4. Help/Support desk technician
5. Network Administrator
6. Data security administrator
7. System administrator

Top 5 IT Certifications:

1. CSSLP
2. ITIL
3. CISSP
4. CompTIA Security+
5. CompTIA CASP



Access to Data and What that Data Tells Us

Skillsoft is proud to work with 6,700 organizations and 400 Million Learners and as such we have a deep repository of learner data that shapes all aspects of our business. We have centralized aggregations of learner usage by date/time, title and user (anonymized for personal data protection) for all our learning content. We take that usage across all customers and compile against defined learning initiatives, roles and certifications and inform our roadmap with many different trends and totals including most popular and commonly accessed content types. We also use the same data to review our library for gaps and needs based on market developing needs.

As part of the GEAR Center we would be able to leverage that data to view broader global trends and run targeted pilots that leverage data from those pilots to quickly determine what is working and what is not with regards to reskilling key job roles.

Partner Relationships and Expertise in Partnering

Skillsoft supports our customers and learners with the latest research and independent advice to support their ongoing success through partnerships with industry-leading providers, thought leaders, and global organizations. Through collaboration with our partners we can better serve our customers and their learners with world class insights, research, services and learning and talent development solutions.

All of our partner organizations provide value but for the sake of space we will highlight a few:

- [MIT and Accenture](#) - Skillsoft and Accenture instigated a sponsored neuroscience research initiative with The Massachusetts Institute of Technology in August 2017. The goal of this research is to scientifically validate which instructional design methodologies have the greatest impact on the effectiveness of video-based instruction.
- [Accreditation Partners](#) - Skillsoft helps our learners earn academic credit toward undergraduate degrees, professional certification programs or continuing education units (CEU) that recognize time and effort spent in sharpening professional skills.
- [Customer Partners](#) - In many organizations, the Customer Success function is new or emerging - not with Skillsoft. From the beginning of our company in 1998, we've positioned Customer Success Managers (CSM) as the main point of contact and as a trusted advisor for our clients with a keen focus on ensuring our partnerships add real value to the organizations we serve. CSMs target long-term value-generation and are all about maximizing the value clients realize through our solutions. To enable such value creation, the CSM applies our proprietary methodology, Building Blocks for Success, to anchor the partnership. The four building blocks of successful eLearning programs – Engagement, Alignment, Adoption and Value – are key to a successful partnership. Through every interaction we have with our customers we strive to make sure that our key stakeholders have engagement throughout their Agency, our solutions are aligned to critical initiatives, we have supportive strategies in place to drive adoption and we measure the business impact against their initiatives.



Best in Class Learning Solutions to Support Key Trends and Workforce of the Future

The digitization of the workplace brings many exciting opportunities yet to be discovered. To realize these opportunities, today's employee must develop acumen in both technical and business areas, as the convergence of these mindsets and skillsets is key to developing the workforce of the future. Developing a Growth Mindset, Cognitive Flexibility, Virtual Collaboration, along with clarity around emerging technologies such as AI, Blockchain, Machine Learning, etc. and the understanding of how they impact the organization of the future and our everyday work experience.

Whether its business skills, leader development, information technology skills and certifications, digital skills or legal and workplace compliance content, Skillsoft's digital learning portfolio is unparalleled. Below is a high level overview of a few solutions we feel will be critical as part of this partnership to reskill and develop the Federal Workforce of the Future.

- [Digital Transformation](#) - The digital world is transforming today's workplace. Skillsoft provides solutions to accelerate digital intelligence and dexterity across organizations—at scale—to enable the skills and capabilities required to converse across the business in a common language.
- [Skillsoft Leadership Development Program](#) - Skillsoft leadership development addresses the changing way in which government agencies need to develop their leaders by providing a scalable, cost-effective, and engaging leadership development experience designed for the modern, digital employee. To help prepare for the future, government leaders can adopt analytics-driven workforce planning to proactively prepare for talent and skills gaps; create alternative structures to align people, processes, and digital technologies to the mission; and create leadership development programs that balance traditional training with real-world experiences. Building leadership pipelines at all levels with foundational competencies must be part of an organization's learning culture.
- [Emerging Technical Skills](#) - Skillsoft is helping multiple agencies address the technical talent shortage by providing training solutions that can be used to attract, retain, reward, and reskill IT staff and developers. Building a modern IT workforce will enable agencies to (1) Enhance Mission Effectiveness with a Modernized IT Stack, (2) Embrace Secure Cloud Solutions that protect networks and data, and (3) Reduce Cybersecurity Risk to the Federal Mission by developing and deploying the skills to achieve Federal IT Modernization goals and support up-to-date technology.
- [Technology](#) - In order to develop and reskill your employees, build the right leaders, and achieve success, the right technology has to be in place. Skillsoft continues to enhance and push the talent and learning space with our award-winning intelligent learning system, [Percipio](#) and talent management solutions, [SumTotal Systems](#).



Specific Examples of Best Practices

General Services Administration – At our Federal Perspectives Event in May we awarded GSA with a Skillsoft Innovation Award for the “Greatest Strides in Building a Culture of Learning.” In late 2017 and through early 2018 GSA launched the first ever agency-wide Continuous Learning Journey where they saw improvements in engagement, performance and knowledge of learning resources after just six months of rolling out this program. GSA worked with Skillsoft’s Account team to develop a drip approach to learning that only required about 30 minutes of learner time each month targeted around specific Agency initiatives leveraging Skillsoft microlearning resources.

Hire Our Heroes – “The combination of the Percipio platform and Skillsoft content will help 100,000 veterans gain the knowledge, skills and tools necessary to make a strategic impact in the workforce.” **Dan Caporale, Founder of Hire Our Heroes**



General Electric – “Skillsoft has enabled us to identify the best topics and modes of training, and then deliver that content through an easy-to-use and comprehensive program that sets GE – and our employees – up for success.” **Sara Ley, Digital Learning and Technology Leader, GE**



Security Service Federal Credit Union – “Skillsoft’s support is constant. Not just in the initial rollout - it’s ongoing as we continue to expand learning and development. That’s just something we’ve not experienced with any other learning management system.” **Jim Dreher, Human Resources Manager, Leadership Development - Security Service Federal Credit Union**



BAE SYSTEMS – “The success of our on-the-job training programme and the associated testing we perform, allows us to be confident staff are aware of the threats to information security, and also how to react.” **Giles England, Head of IT Security, Policy & Risk Management, BAE Systems.**



DATACOM – “Our partnership with Skillsoft has been invaluable for the business, the ability to effortlessly provide the broad range of courses, books and video resources to our employees is a great benefit of working for Datacom in helping improve our customer’s experience and developing our people.” **Renee Trevarthen, Delivery Manager, Datacom Systems**





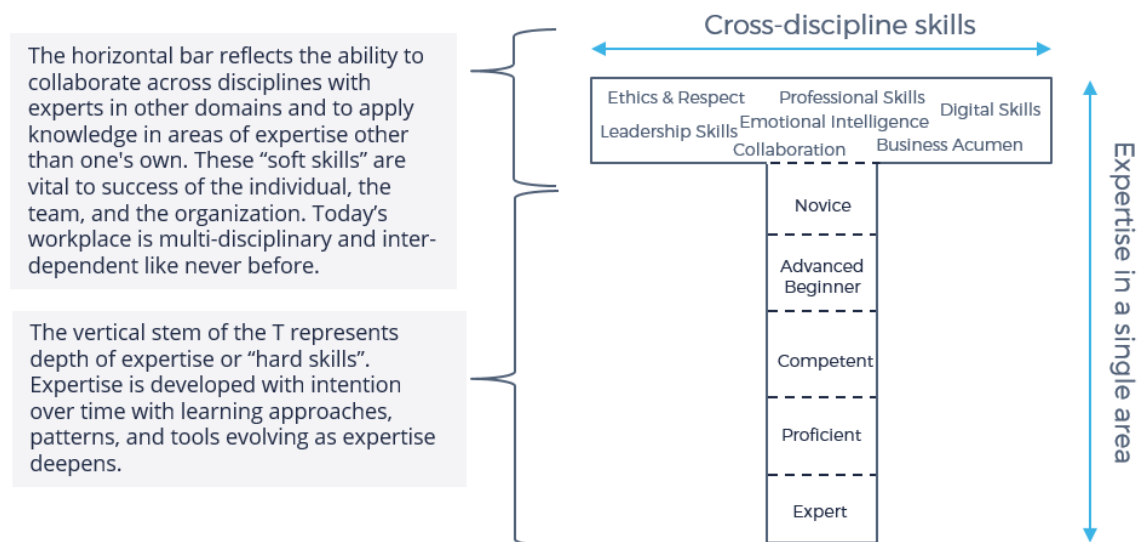
Response to RFI Questions

What are leading practices for effective reskilling, upskilling, and training adult workers, including opportunities for new applications of existing models?

Our Recommended Approach: Developing Agile Employees

The new digitalization of the workplace will bring many exciting opportunities for today's workforce. But, it comes with uncertainty and maybe even a bit of fear that automation will replace people. Nothing could be further from the truth. According to Manpower Group's research, "The Skills Revolution: Digitalization and Why Skills & Talent Matter" and research from The World Economic Forum and McKinsey, we have some encouraging insights.

Their findings suggest automation will play a role in closing the skills gap by reducing the number of manual tasks performed, and will establish creativity, emotional intelligence, and cognitive flexibility as vital skill sets for success in an automated work environment. Versatility, diversification, and adaptability will enable people to augment technology instead of being replaced by it. In other words, the "shape" of employees will change to adapt to the new digital workplace. What is the new "shape" of successful employees? At Skillsoft we see the "T-Shaped Employee" as *required* for a true transformation to occur. An overview of this new skill profile enabling more adaptability and versatility is below.



So, how can organizations build digital-ready employees? Our recommendation is through a solution that enables a simple repeatable process and can deliver necessary supporting structures to ensure continuous development of cross-discipline skills and ongoing deepening of expertise.

- **Assess:** Evaluate current state of expertise in a given skill, domain, role, or other criteria.

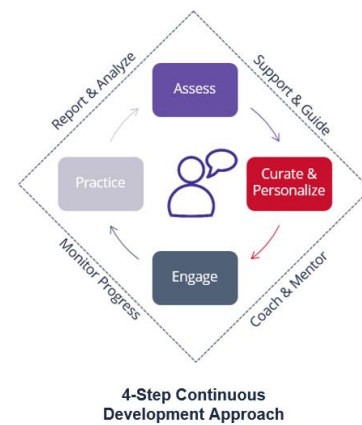


- **Curate & Personalize:** Content and tools appropriate for the individual's level must be curated and personalized to optimize time, reduce waste, and enable the individual to build knowledge/skill he/she personally needs (increase relevance).
- **Engage:** The individual will engage in learning for growth. The content must be of good quality and an appropriate modality for the individual's level and situation. Structured courses are a good fit for Novice and Advanced Beginners, however Proficient and Expert level workers require 3-5 minute microlearning featuring an expert or a few pages from a reference book. Novices and earlier stage employees also require microlearning and reference materials as they lack experience, which means they demand more support and more content to become independent.
- **Practice:** Expertise is built through having the right knowledge, but also being able to perform tasks independently. As expertise develops, Practice is an essential ingredient that complements experience.

Wrapping around the 4-step continuous development approach are supporting structures that call for:

- ✓ **Support/Guide and Coach/Mentor** throughout the development cycle. Managers, peers, mentors, and other are necessary in terms of providing clarification, direction, setting expectations, giving meaningful feedback, and sustaining motivation.
- ✓ **Monitoring progress** is another requirement of managers, peers, mentors, etc. How quickly is an individual developing expertise? Are there barriers that need removing? Intentional, continuous monitoring is needed for expertise to actually develop at pace and at scale.
- ✓ **Reporting & Analysis** are the formal mechanism by which trends & patterns are identified. Confirmation of expectations being met or missed is also part of ongoing reporting. Improvement, accountability, insights, and rewards are each rooted in good reporting and analysis.

Understanding the need to develop digitally-ready employees (T-shaped) and knowing how to do it (4-step continuous development cycle) is not enough. Organizations require modern technologies, engaging & effective content options, and expert service to create success. Our portfolio of intelligent platform + enterprise content + Customer Success complete our approach.





What approaches could be piloted for possible application and scalability across the Federal sector in various learning domains (e.g., cognitive, affective, behavioral) - such as gamification, use of massively open on-line courses (MOOCs), apprenticeship models, and other new approaches?

As part of the partnership with the GEAR Center we recommend creating a sandbox solution leveraging Skillsoft and SumTotal that will allow us to curate specific content aligned to key skills and competencies by job role. We can use this sandbox to pilot different blended learning approaches on different target audiences. Through a combination of our award-winning SumTotal Learn solution and new Percipio Experience Services (PES), Skillsoft is committed to building a sandbox environment allowing the Federal Government to understand, explore, and experience what our technology and content is capable of, through a pervasive learning experience.

By leveraging Percipio, employees will also be able to take advantage of the Embedded Learning Synchronized Assistant (ELSA) providing access to the award winning intelligent learning platform via a browser plug-in, so that the experience is available for all users throughout their workday, directly in their natural workflow.

What are examples of metrics currently used to assess the effectiveness of reskilling and upskilling efforts?

In a recent Chief Learning Officer Survey, Cushing Anderson states, "To increase the impact of learning, CLOs must demonstrate —through metrics and business language — that every learning investment is helping the enterprise achieve some portion of its strategic objectives."

Skillsoft has a passion for producing quantifiable data that demonstrates just how Skillsoft learning impacts the performance of individuals and organizations. While Skillsoft conducts individual impact studies with our customers using a proprietary method, we also recognize the importance of independent research. In order to obtain a third-party perspective, Skillsoft invited the Corporate Executive Board (CEB) Metrics that Matter team to study the value that our learning provides.

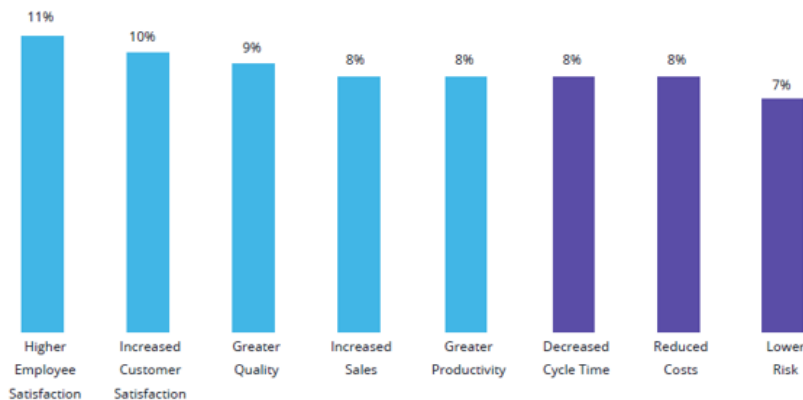
The study's seven key findings are yet another demonstration of what we call "[The Skillsoft Effect](#)," a business impact that boosts confidence, influences business outcomes and enhances workforce productivity.

Skillsoft impacts critical areas of business performance

CEB (now, Gartner) Metrics That Matter asked respondent to estimate how much their performance improves after using Skillsoft, and what percent of that improvement can be directly attributed to the Skillsoft solution. Using a sound methodology to estimate, isolate, and adjust the data, the firm was able to calculate the impact Skillsoft training has on each business impact area. The results showed Skillsoft impacts all eight areas of business performance studied.



SKILLSOFT'S BUSINESS IMPACT ESTIMATES



Skillsoft's ability to drive an **8% increase in employee productivity** equates to 20 additional days of output annually.

Improving Your Ability to Tell the Value Story

Our Customer Success Framework ensures organizations are positioned to demonstrate ongoing value to its stakeholders. A Manager will work alongside of you to build strategies that engage your audience, align your solutions with your agency imperatives, monitor and grow adoption across your users, and measure your success throughout our partnership. As you become more comfortable with the data, we will assist your team with our additional proprietary tools that enable you to measure effectiveness and outcome data using standard HR reporting measures aligned to the TDRp framework pictured below.



Do any of the suggested approaches have a particular nexus to the Federal workforce and/or to the automation of existing workflows, and transformation of existing skills to in-demand skills expected to comprise the “future of work”? If there are occupations or skill sets that would provide an opportunity-rich environment, please include specifics.

As a leader in the industry, we understand that the nature of work is evolving and the focus on leadership development is growing. Organizations are flattening workforce structures and relying more on deeply collaborative, cross- functional teams. Individuals are no longer constrained by the limited, traditional hierarchical pathways into leadership roles. Having more individuals at all levels who are prepared with foundational leadership competencies expands the talent pool for leadership. Building leadership pipelines must be part of an organization's learning culture.



Organizations indicate low effectiveness ratings at all leadership levels. But the most serious problem—and significant opportunity—is with high-potential programs. While the vast majority (90 percent) of organizations have programs aimed at high-potentials and emerging leaders, those efforts are simply not succeeding. Organizations are not focusing on the right competencies nor are they using effective modalities for this group of learners who are just beginning their leadership journey.

Research shows that one-third of leaders are hired into a management position, and rarely have any formal preparation. Only 1 in 10 leaders are actually groomed by an internal development program.

Why Leadership Matters

Lack of effective and scaled training and development for emerging leaders' results in lack of quality leadership. With little preparation for managing and leading, it is easy for bad leadership behaviors to take hold early—at a high cost to the business.

- Poor leadership practices cost companies 8 percent of annual revenues
- 32 percent of an organization's employee turnover can be avoided through better leadership
- Better leadership can generate a 3-4 percent improvement in customer satisfaction
- Better leadership practices could eliminate 5-10 percent productivity drag

Leadership Today

The age of the "hero leader" is giving way to the digital age of mission-based "hero teams" where work is collaborative and decision-making is distributed across functions and roles. This equates to a larger set of future leaders who need foundational leadership development focused on the right leadership competencies.

Reinventing and Democratizing Leadership Development

Research shows that organizations that invest in the right leadership programs—focused on the correct competencies with strategies that align to the business—can achieve good results.

Democratization of leadership development allows individuals to become leaders earlier in their careers. Mass-access to leadership resources, leveraging the best that educational technology can offer, is a powerful solution to support learners as they embark on their journeys.

The Skillsoft Leadership Development Program addresses the changing way in which organizations need to develop their leaders by providing a scalable, cost-effective, and engaging leadership development experience designed for the modern, digital learner.