

The Urgent Need to Upskill the Workforce



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Upskilling: The Biggest Challenge of our Time

MarketWatch • Latest Watchlist Markets Investing Barron's Economy Personal Finance

PRESS RELEASE

JPMorgan Chase Makes \$350 Million Global Investment in the Future of Work

Published: Mar 18, 2019 5:00 a.m. ET

Helping people develop critical skills for in-demand careers through new investments in education and training programsBuilding a future-ready workforce at JPMorgan Chase by forecasting emerging employee skillsets, career pathways and upskilling opportunities

JPMorgan Chase today announced a \$350 million, five-year global initiative to prepare for the future of work and meet the growing demand for skilled worker. Building on the firm's original, five year \$250 million commitment in 2013, this New Skills at Work investment will provide substantial support to community colleges and other non-traditional career pathway programs.

THE WALL STREET JOURNAL.
U.S. Edition | August 13, 2019 | Print Edition | Video

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BUSINESS

Amazon to Retrain a Third of Its U.S. Workforce

As technology reshapes roles, the online retailer plans to train 100,000 workers in new skills, from machine learning to nursing



RECOMMENDED VIDEOS

1. Hong Kong Police Adopt Tougher Tactics, Drawing Public Condemnation
2. Why Gas Prices Vary From Pump to Pump
3. In China, Brewers Tap Local Tastes to Win Market

UpSkillAmerica

EMPLOYMENT AND JOBS

Accenture Commits \$200 Million to Upskilling for the Digital Age

MAY 23, 2018 • UPSKILL AMERICA

CNBC MARKETS BUSINESS INVESTING TECH POLITICS CNBC TV

@WORK

AT&T's \$1 billion gambit: Retraining nearly half its workforce for jobs of the future

PUBLISHED TUE, MAR 13 2018 • 10:30 AM EDT | UPDATED TUE, MAR 13 2018 • 12:17 PM EDT

Susan Caminiti, special to CNBC.com

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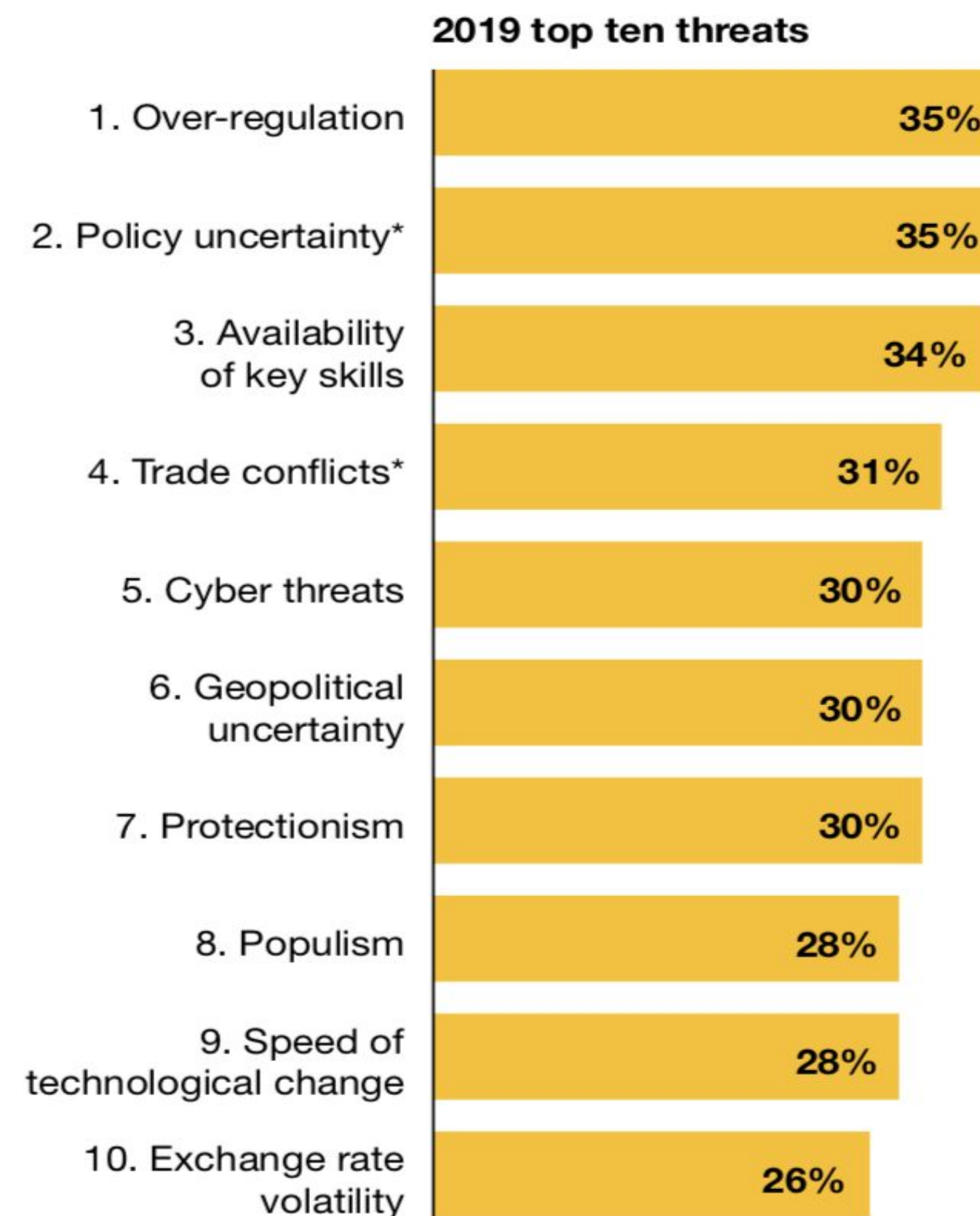
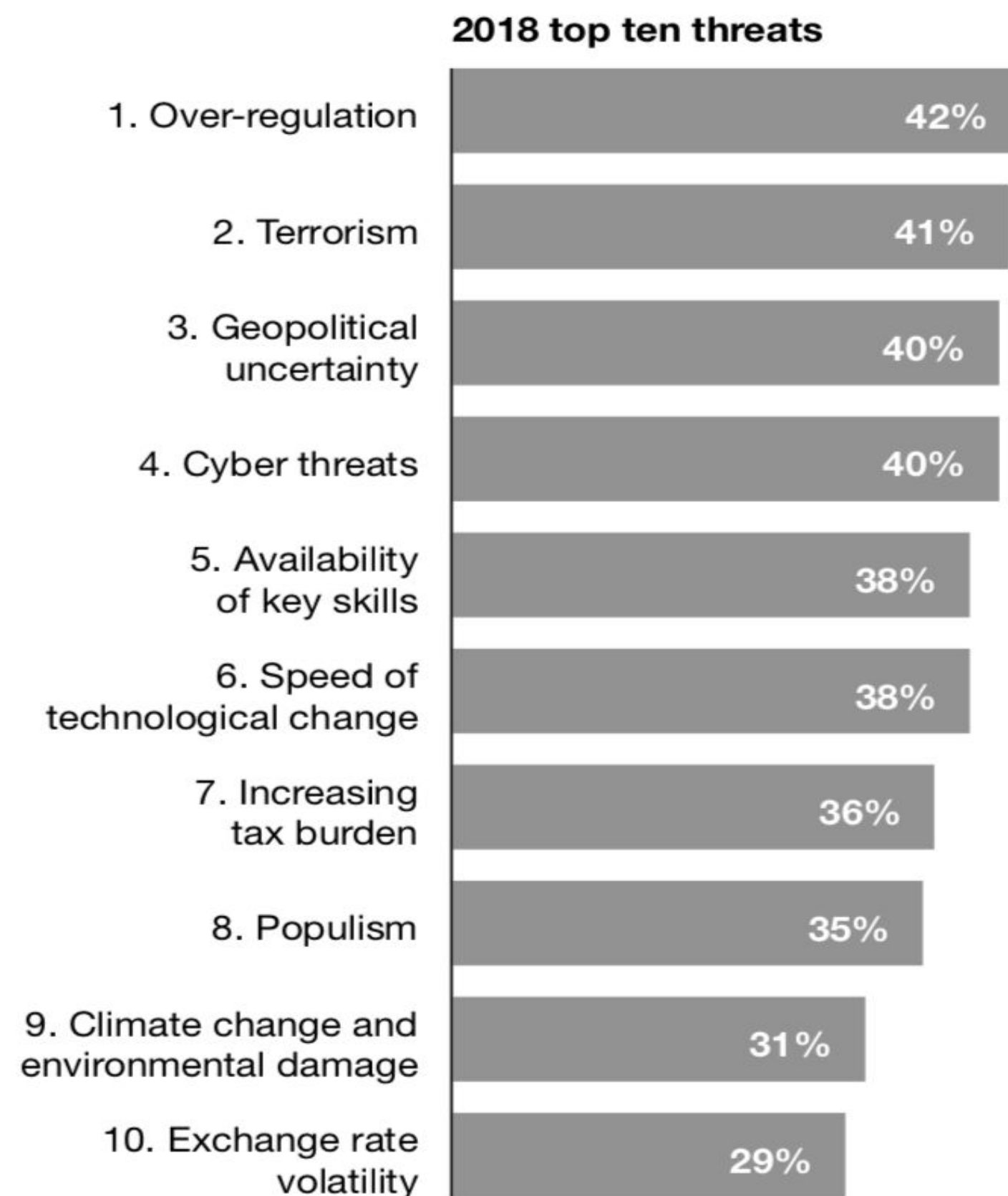
Upskilling

Invest in employees' continuous learning, identify and fill skill gaps, keep people employable



What keeps CEOs up at night?

Availability of key skills



Lack of key skills is a threat to growth & innovation



We are not able to innovate effectively

55%

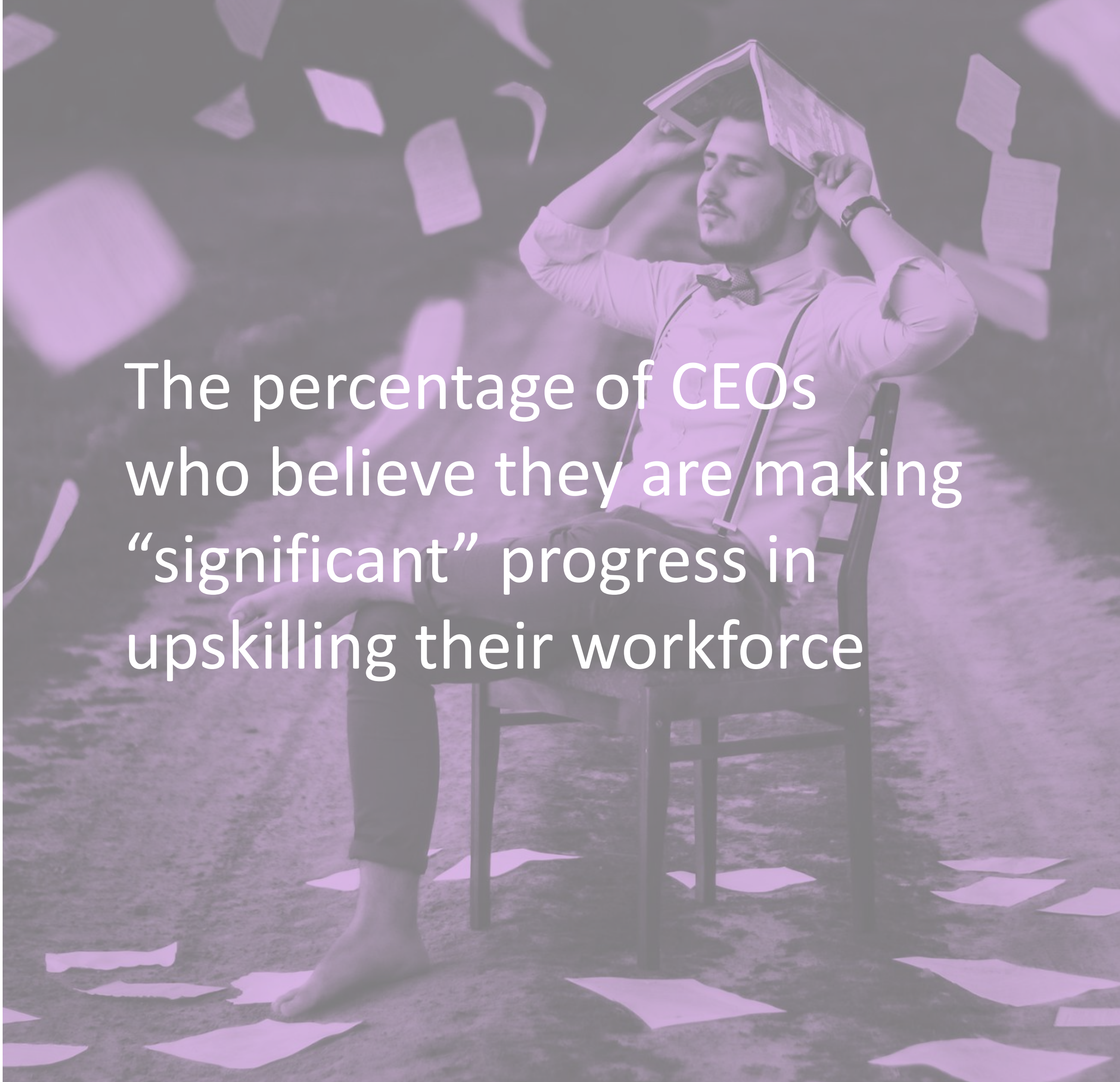
Our quality or customer experience are impacted

47%

We are unable to pursue a market opportunity

44%

18%

A man in a white shirt and bow tie sits on a wooden chair, holding a newspaper over his head. He is barefoot, and the floor is covered with scattered papers. The background is a blurred room with more papers floating in the air. The entire image has a purple tint.

The percentage of CEOs
who believe they are making
“significant” progress in
upskilling their workforce

CEOs who have advanced upskilling strategies cite:

Stronger company culture and employee engagement

60%

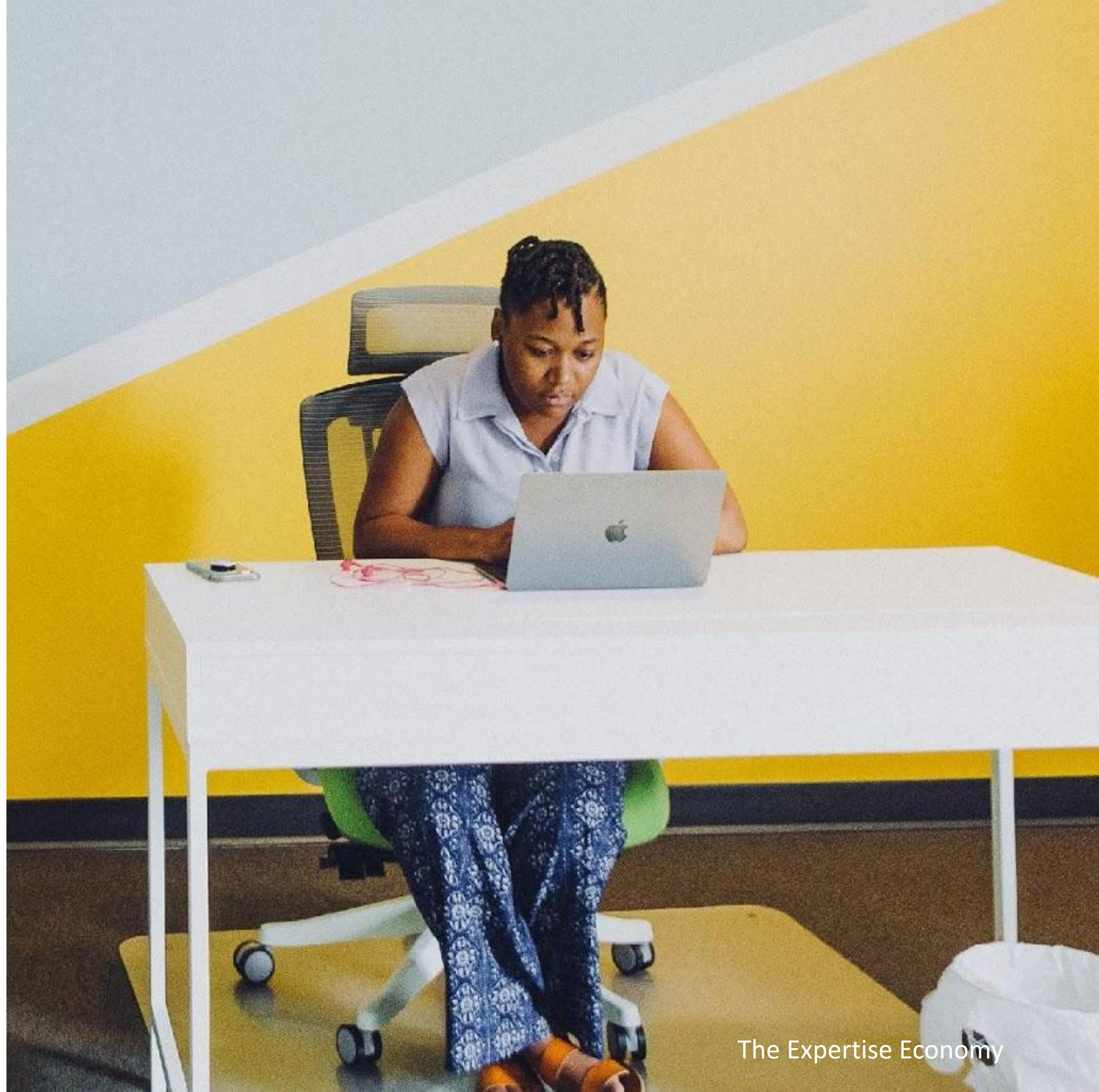
Increased innovation and accelerated digital transformation

50%

Improved ability to attract & retain talent

45%

**So how do
you create an
upskilling
strategy?**



Old Work Models: Company Focused

Command
& Control

One size
fits all

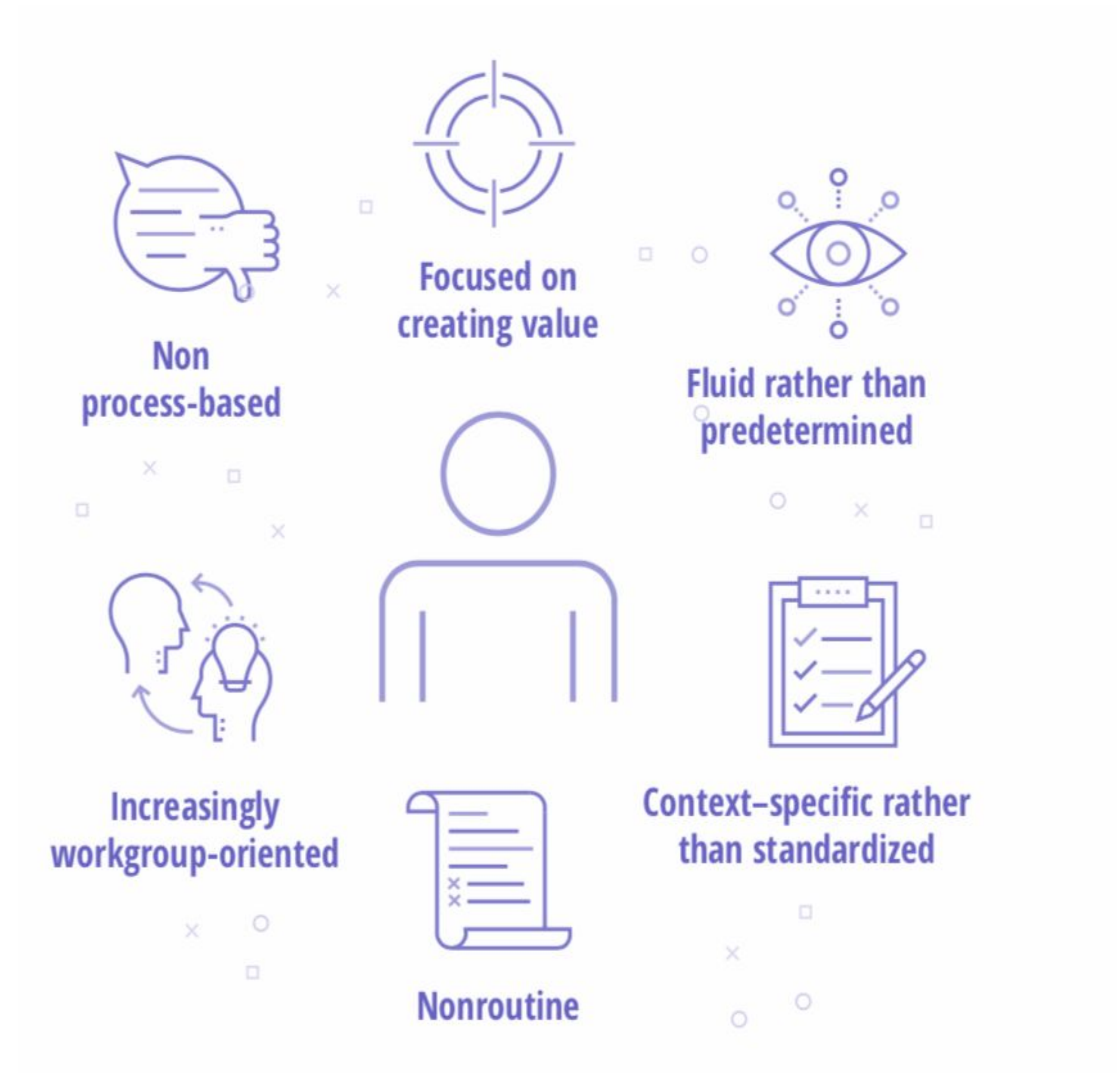
Efficiency
& ROI

Transacti
onal

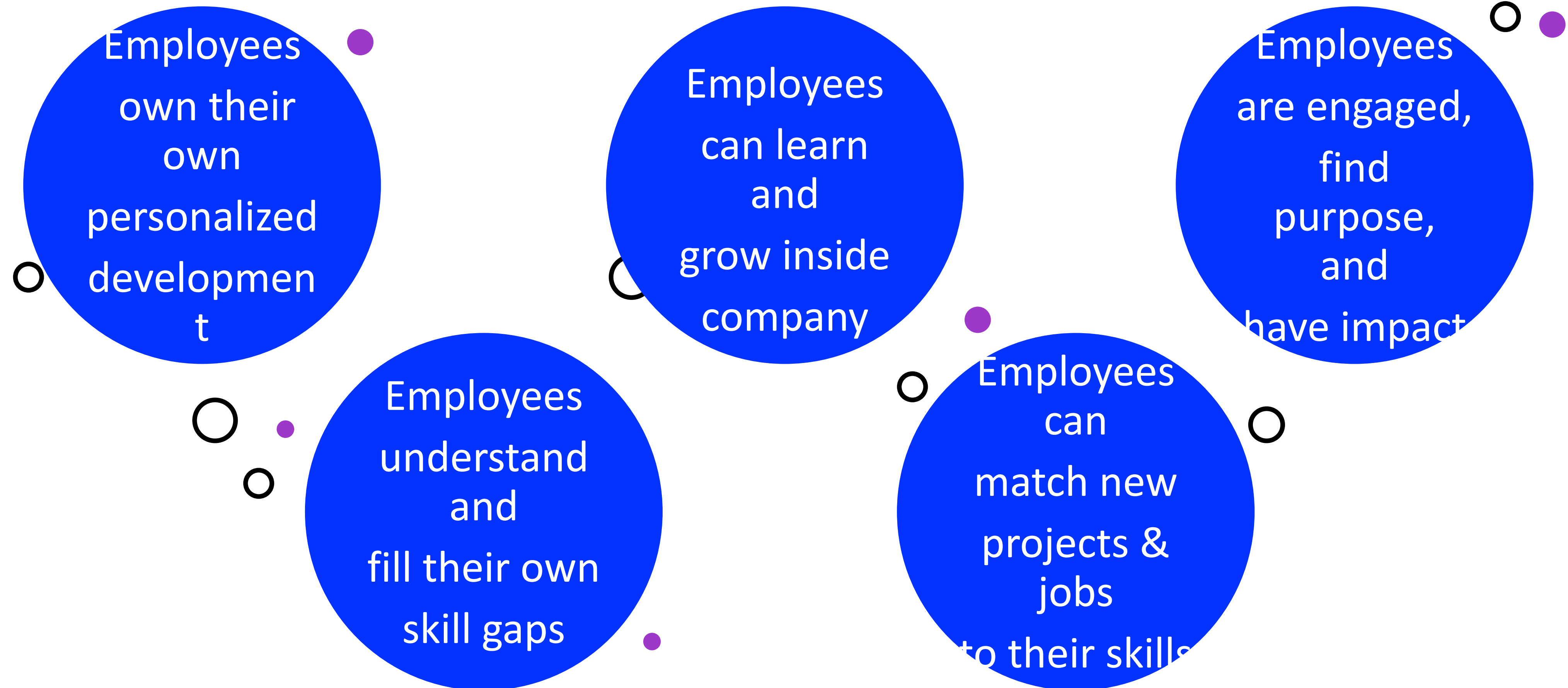
Unconnec
ted
HR
functions

Antiquate
&
uninspirin
g

We Have to Re-Imagine Human Work



New Work Models: Individual Focused

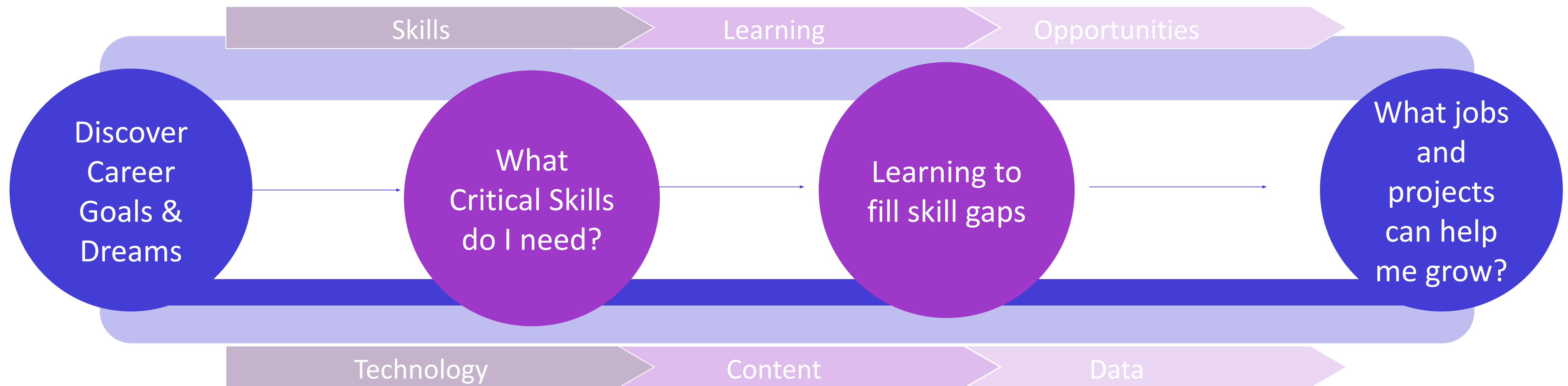


Focus on the individual

Learning, skills, opportunities



Individual Experience – Start with Career Conversations



Employees motivated to learn, building transferrable skills, and engaged in work

_____ This is what success looks like



At work, I clearly understand what is expected of me



I know I will be recognized for excellent work



In my work, I am always challenged to grow

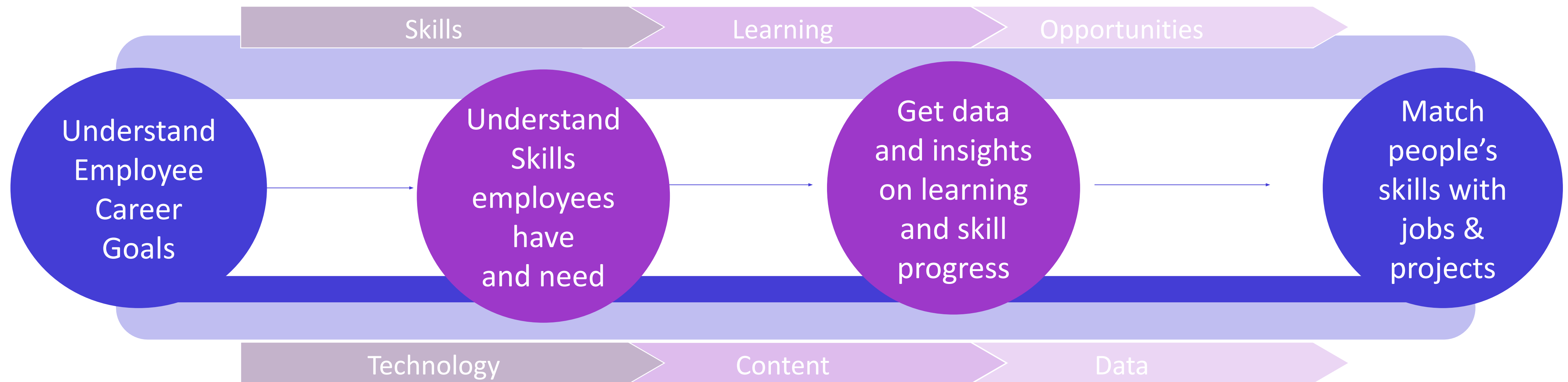


I have a chance to use my strengths every day at work

Success is when individuals answer “Yes” to these questions

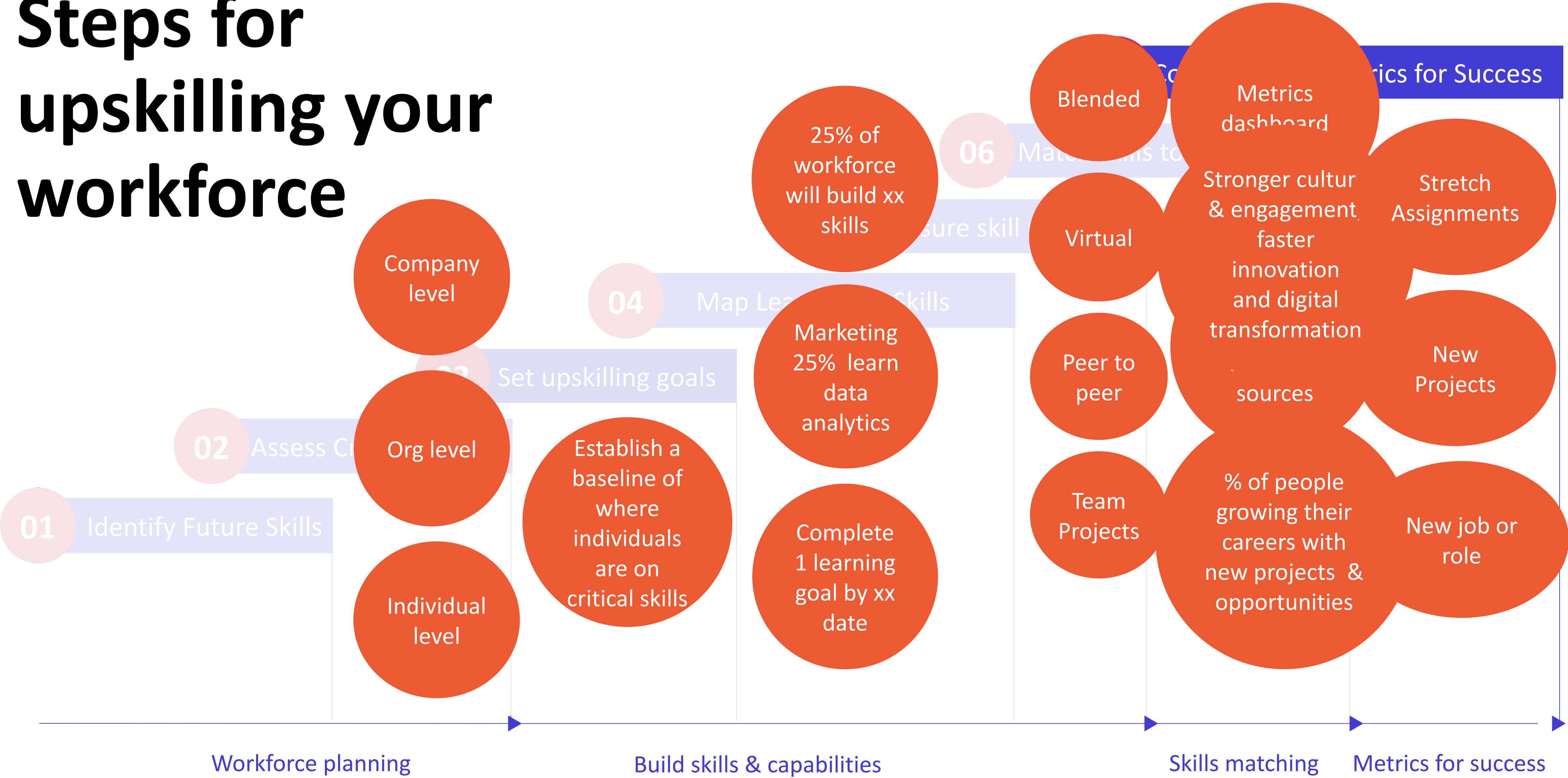
Company Value:

Create an integrated and dynamic talent & skills strategy



Measure progress and get insights from data

Steps for upskilling your workforce



Skills for the Future

Power Skills

Creativity

Communication

EQ/Empathy

Collaboration

Influence/Persuasion

Design Thinking

Technical Skills

Cloud Computing

Digital Literacy

AI/Machine Learning/Deep Learning

Data Analytics/Visualization

Robotics/Automation

Degreed Data: Top 20 Skills Since March 1, 2020

- | | |
|---------------------------|--------------------------|
| 1.Crisis Management | 11. Decision Making |
| 2.Resilience | 12. Critical Thinking |
| 3.Mental Health | 13. Leading Change |
| 4.Sales | 14. Data Visualization |
| 5.Learning Management | 15. Software Development |
| 6.Process Improvement | 16. Storytelling |
| 7.Business Communications | 17. Business Strategy |
| 8.Strategic Leadership | 18. Productivity |
| 9.Empathy | 19. Teamwork |
| 10.Relationship Building | 20. Marketing |

Biggest Question: How Can I Create a Learning Culture?



A close-up, slightly blurred photograph of a computer keyboard. The focus is on a key with the Windows logo, which is a four-pane icon. To its left is a key with the word "Start" embossed on it. The keys are dark and have a textured surface. The background shows other keys in a shallow depth of field.

“

Culture is something that needs to adapt and change, and you've got to be able to have a learning culture”

Microsoft CEO, Satya Nadella

Learning Culture

Strive for Continuous Learning

→ Compliance Training

Level 1:

Compliance Training

Training for regulatory purposes

→ Necessary Training

Level 2:

Necessary Training

Learning based on job requirements

Tools & Processes

→ Strategic Learning

Level 3:

Strategic Learning

Learning supports strategic initiatives to build skills & capabilities

→ Continuous Learning

Level 4:

Continuous Learning

Learners make choices to build skills and capabilities in flow of work

“Employees don’t leave companies, they leave managers”

Second reason people leave: They don’t have opportunities to learn and grow

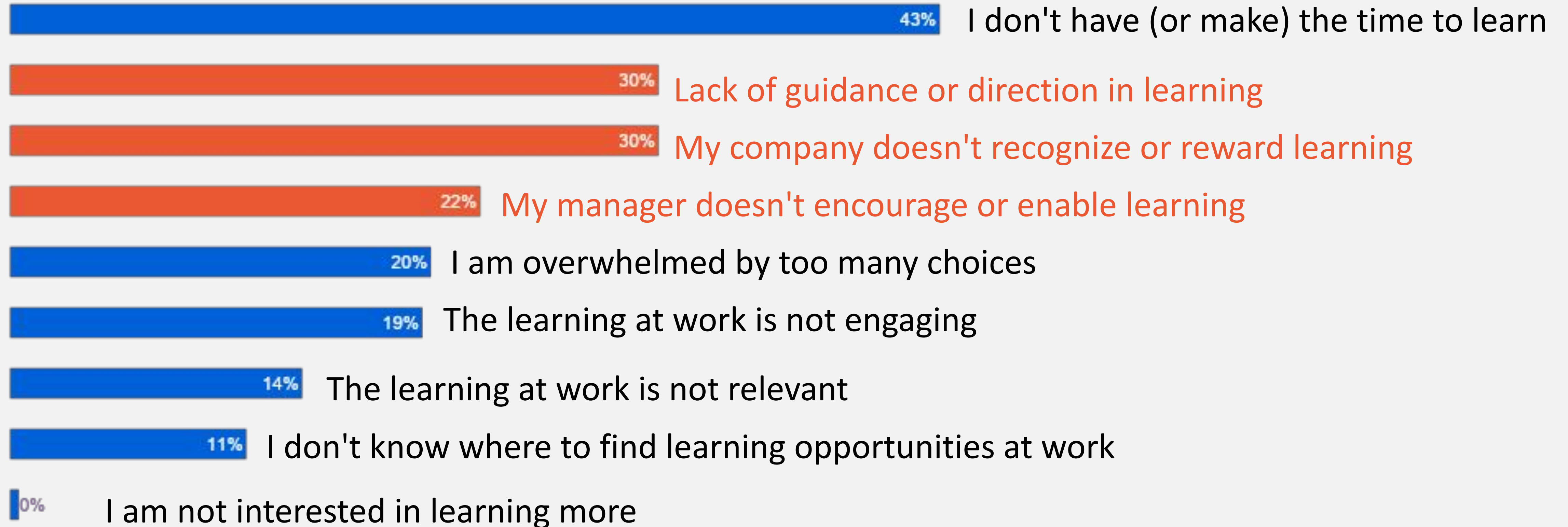


Employee Value Proposition

We'll invest in you and help you build skills for your career; you give us your 110%



How Managers Can Help



Q: What are your biggest obstacles to job-related learning or professional development?

_____ Manager's Role is Key

1

Set clear expectations

2

**Have career
conversations
with individuals**

3

**Give guidance on
future skills/identify
strengths**

4

**Encourage, enable,
and reward learning**

5

Praise excellent work

6

**Help employees
find new projects
to apply skills**

“If You Aren’t Ready

and willing to learn every day and keep up with a rapidly changing world, you can’t and won’t stay competitive.”

Imagine Your Future Workforce



More skilled



More engaged



Creating more value

Value for your Companies

+
Increase

→ Growth

→ Innovation

→ Value Creation



Thank You! *Questions?*



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guide**



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