## INDEX

9-Box Grid tool, 43 2-D approach, 59 Agency, 135 Agile approach, 6, 23 Agility, 5, 78, 113, 115, 145, 149	Business imperative, 155 to reskilling, 4–5 Business level strategy, 162 Business models, 45, 149 Career growth and development, 56
agile ways of working, 119–120 choosing, 118 in design and development, 118–119 drivers of workforce supply and demand, 123 fragile, 116–120 reflection time, 129 reskilling futurists, 120–125 reskilling with artificial intelligence, 125–129	ChatGPT, 17 Chief Learning Officer (CLO), 68 Chief revenue officer (CRO), 50 Climate change, 139 Coaching, 88 Core training, 166 COVID-19, 19 pressure test, 33 Culture initiatives, 65 Cyber skills, 169
workforce and skills implications based on scenarios, 124 Alliances, 5–6, 79, 145, 149	Davos WEF, 133 DBS bank, 23–24
driving seat, 131–133 future-makers, 137–141 ownership, 133–137 reflection time, 144	Decentralized Autonomous Organization (DAO), 20–21, 38 Decision Gym, 65–66 Decision skills 164
skills future movement, 141–144 Application, 5, 78, 145, 149 Artificial intelligence (AI), 1, 11, 32, 105,	Declining skills, 164 Deliberately Developmental Organizations (DDOs), 64–65 Deloitte, 93
reskilling with, 125–129 Automation, 59 Autonomous cars, 13	study, 93 Derailing, 68–76 Digital disruption, 16–17
Awareness, 5, 78, 83, 85, 145, 149 inside-out awareness, 85–88 outside-in awareness, 89–95	Digital factory program, 163 Disruption, 11–13 digital, 16–17 dizziness of roller-coaster ride, 17–18 downshift, 18–19
path, 95–96 raising, 81–85 reflection time, 96–97	Future of Work, 24–26 new ways of working, 22–24 reflection time, 26–27 stretch shift, 21
BCG, 93 Blockchain, 29–30 Bottom-up approach, 167 Business environment, 140	upshift, 20–21  "You are on mute" (catchphrase),  14–15  Diversity fuels innovation, 29–32

200 Index

"Know-it-all" approach, 115 Downshift, 18–19 Durability, 109 Dynamic skill trends over time, 50 "Leadership in Practice", 67 "Learn-it-all" culture, 115 E-learning, 116 Learning agility, 113–115 Ecosystem approach, 135 Learning and Development (L&D), 68, Education authorities, 136-137 118, 150–151 Effectiveness measures, 173 Learning Experience System, 69 Electric Vehicle 1 (EV1), 12 Learning Management System, 69 Electric Vehicle Company (EVC), 12 Lego bricks, 2 Emerging skills, 163-164, 177 Lego-like system, 1, 118-119 Employee value proposition (EVP), 37, LinkedIn, 50 LinkedIn Learning, 69 55 Entry-level jobs, 134 London Business School, 88 Ex factor, 35-38 Looking, Understanding, Making system (LUMA system), 102-103 FBI, 22 Feedback Loop, 66 Maddocks, 31–32 Financial imperative, 155 "Maddx" program, 31 Maersk, 25 Finland education system, 139 Foresight, 122 McKinsey, 93 Future of Work, The, 24, 26 Mentoring, 92 Future-makers, 137-141 New ways of working, 59 Generation, 3, 107–108 Next Jump, 3, 64-67, 95 Novartis, 52 scaling skill development with, 109 Gross domestic product (GDP), 122 Growth Mindset Fund, 166-167 Onboarding and development, 55 Organization level strategy, 161-162 Harambee Youth Employment Organizational culture, 136 Accelerator (HYEA), 134-135 Organizations, 44, 91, 136, 160 Originals, 29 Harvard Manage Mentor, 69 Higher education, 140 Outside-in awareness, 84, 89, 95 Hiring, 54-55 Holistic development, 166 Passive to active learning, 99-104 Human Centered Design (HCD), 102, Path to human-centered skill 150-151 development strategy, 95-96 Human resources (HR), 36, 64, 88, Pay for performance, 55–56 105-106, 149 People first economy Data Detective, 45–46 diversity fuels innovation, 29-32 ex factor, 35-38 IGNITE, 167–168 pressure, 33–35 IKEA, 16 reflection time, 39 People imperative, 155 Implementation intentions or plans, 102 "People-first" approach, 5 Industry, 93 Innovation, 31, 59 "People-first" organizations, 67 Inside-out awareness, 83-85, 88 Personalization, 127 Insight, 122 Phenomenon-based learning, 138, 140-141

Planning, 150, 177

Jobs, 45, 51, 59

Index 201

Practice Ground, 65–66 Pressure, 33–35	talent uprising, 41–45 taxonomy, 159
Problem-solving, 158	wallet, 55
	workforce planning or skills
Project manager, 54	
Project Sentinel, 22	planning, 52–54
Purpose-driven organizations, 5	Skills Project Survey, The, 101
"Purpose-led" organizations, 67	SkillsFuture Credit, 142
PwC, 93	Skillsoft, 69
	Skyhive, 126
Qantas, 30	Stakeholders, 153
	Standard Chartered Bank, 3
Rapid Evaluator, 46	Stretch shift, 18, 21
Rate on investment (ROI), 63-67	Stretch training, 166
Recovery program, 66	Student-centric approach, 139-140
Recruiters, 48	**
Reskilling, 3, 8, 107, 111, 142, 146, 150	Talent, 104-107
with artificial intelligence, 125-129	uprising, 41–45
business imperative to, 4–5	Talent Intelligence systems, 69, 127
cornerstones, 5–6	Talent management, 43
cost with redundancy and hiring	processes and systems, 44
costs, 157	Talent Marketplace, 69, 127
futurists, 120–125	Technology use and development, 158
strategy, 6–7	Tesla, 11, 13, 17
Return on investment (ROI), 5	III 47
Revenue initiatives, 65	Uber, 17
Risks, 154	Udemy, 69
assumption dependencies, 154	Unilever, 3, 57, 87, 163
	Upshift, 18, 20–21
S&P 500, 16	Upskilling, 7–8
Second Act Coaches, 45–46	
Self-awareness, 6, 85	Value creation, 63–67
Self-management, 158	Virtual Case File system, 22
Separation/exit, 56–57	Volatility, uncertainty, complexity, and
Short-term development projects and	ambiguity (VUCA), 68
assignments, 101	
Site reliability engineer (SRE), 50	WHY (purpose of reskilling), 154
Skilled workforce, 132	Work-Learn Bootcamp, 143
Skills, 1–2, 59, 106	Workforce planning, 52–54
building interventions, 74–76	Workforce reskilling, 76–79
development, 165–166, 170	derailing, 68–76
employee life cycle, 51, 53, 57	rate on investment, 63–67
of employees, 160	reflection time, 79–80
future movement, 141–144	value creation, 63–67
identification, 158	Working with people, 158
jobs, 45–51 ontology, 159–160	World Economic Forum (WEF), 3, 20, 158
	130
reflection time, 57–58	"Voy are on muto" (
required for jobs, 160	"You are on mute" (catchphrase), 14–15
skills-based approach, 48-51	