



LTEN Learning Lab

**Power Skills:
Why They Are Now More
Important Than Ever**

June 2022



**HELLO,
AND
WELCOME!**



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WHAT ARE POWER SKILLS?



2022 Workplace Learning Trends Report: Top Power Skills

Communication & Teamwork

Leadership & Management

Productivity & Collaboration

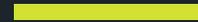
Personal Development & Wellness





“Companies like Facebook, Amazon, Boeing, GE, and many others are not struggling with “technology strategies.” They are struggling with problems of strategy, ethics, culture, growth, and values.

So we need to talk about these skills, assess ourselves against them, and build “academies” to teach them.”



JOSH BERSIN



**No matter the sector,
occupation, or
geographical region,
every employee needs a
foundational set of power
skills that allow them to:**



Add **value beyond** what can be done by automated systems and intelligent machines



Operate in a **digital environment**



Continually adapt to **new ways of working and new technologies**



McKinsey Global Institute





“A skeptic might ask if all of this is just wasting time and resource, or diverting time away from doing ‘real work’...? But we need curious minds, we need to learn new skills, take in diverse perspectives and alternative thinking, and rekindle that child-like curiosity to ask why.

The more curious we all are, the better we will fulfill our purpose to reimagine medicine, and the more successful we will be at our mission to discover new ways to improve and extend people’s lives.”

SIMON BROWN



With COVID and the year of the great resignation, power skills are now more important than ever before.



ARE YOU CURRENTLY DEVELOPING TRAINING ON POWER SKILLS?



Challenges with Elective Continuous Development

No Time for Learning



It's the number one barrier to learning that comes up when we talk to our clients and their employees.

Access Issues



Learners often don't know what's available, how to find it or how to make the most of it.

"How Does this Apply to Me?"



Off-the-shelf content can be viewed as "not relevant," or learners are unclear how it applies.

Manager Support



Managers find conversations about growth and career challenging to navigate.



The Power Skills Training Framework

Determine which power skills are important to develop for your business and your employees, and provide an engaging and effective learning experience

1

Analysis

What does your business need?

What do your people care about?

2

Prioritization

How can we make time for learning?

3

Self-Assessment

How can we build self-awareness?

4

Experiences & Resources

How can we develop skills?

How can we reinforce and support?

5

Coaching & Feedback

How can we evaluate and grow?



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FACTORS

Business Needs

Critical skills for your future customer environment and internal priorities

Learner Needs

What your employees care about and what their challenges are

OUTCOME

A set of skills and challenging situations that balance business priorities with what learners care about



Analysis Methods

INTERVIEWS & FOCUS GROUPS

Stakeholders Group 1	Understand the business needs, strategy, vision, objectives, and desired outcomes
Stakeholders Group 2	Understand current & effective communication methods, key messages
Target Audience 1 (e.g., Sales Reps)	Understand the training gaps and needs of learners
Target Audience 2 (e.g., Managers)	Understand the training gaps and needs of leadership

CONTENT AUDIT

- Competency framework
- Coaching model
- Company values, behaviors
- Coaching reports
- Survey results
- Business strategy documents
- Existing training content and materials available



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FACTORS

Culture of Learning

Messaging from senior leaders, dedicated and protected time, and social accountability

Learner Priorities

Employees will only make time for learning that matters to them

OUTCOME

Communicating the benefit of power skills training through how it addresses your learners' concerns



Campaign Launch & Communication Materials

Campaign:

- Inspire and motivate learners and promote a culture of learning

Campaign launch:

- Set the stage, raise awareness, build excitement
- Show support from senior leadership, create buy-in, focus on the benefits and what to expect

Ongoing campaign communications:

- Multi-channelled approach to to promote & showcase available resources, keep them top of mind, and draw people in to use them



Invitation



Teaser video

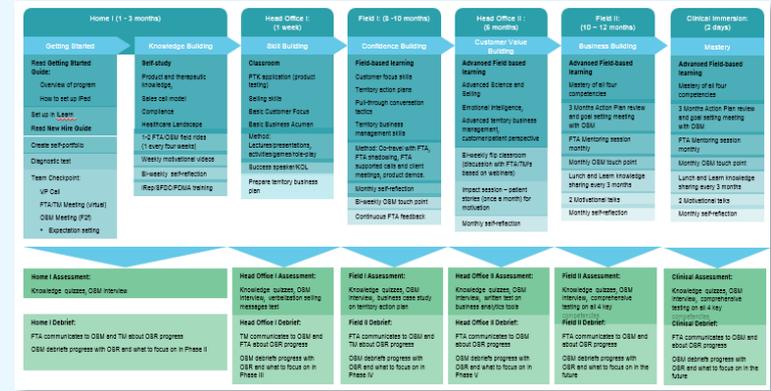


Live announcement



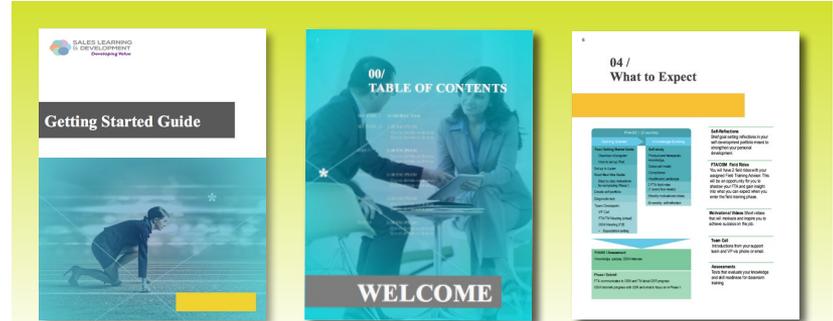
Choose Your Own Learning Path

- Multiple learning paths, to give people a range of options to explore
- Resources and content tied to each power skill
- Allow for personalized, self-directed continuous learning & development plans, so learners can pursue what matters to them



Getting Started Guide

- Show learners what to expect and how to get the most out of the training
- Support successful usage of resources and provide tips on how to access, navigate, and use them
- Cover elements of change management (i.e., benefits of the training, what's in it for me)



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FACTORS

Consider that not everyone is starting from the same point, and recognize the sources of barriers and challenges

OUTCOME

Develop strategies for responding to barriers and challenges



Self-Reflection Tool

- For learners to assess where they're at and where they want to be
- Based on responses, learners are given recommendations on which learning paths and resources to consider



Power Skills Quiz

Framed as a personality test, learners are categorized into different groups based on the outcomes of the quiz (power skills matched to groups)



Group 1:
'Dreamer'



Group 2:
'Thinker'



Group 3:
'Innovator'



Group 4:
'Visionary'



Group 5:
'Producer'



Group 6:
'Adventurer'

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FACTORS

Community Building

Learners are comfortable sharing and learning from each other

Social Learning

Groups that work together learn together

Challenges

Activities that ask learners to make decisions in realistic on-the-job scenarios

Accessibility

Develop useful resources that are easy to access

Learner-Driven

Format, content, and purpose determined by learners

OUTCOME

Establish new norms as a group by exploring relevant challenges

Key approaches used in challenges summarized in useful resources



Learning Circles

- Bring people together with shared interests and goals
- Discuss and share key learnings and recommendations, learn best practices from each other
- Leader guide with agenda for structured group discussions
- Can meet regularly to discuss a specific reading (like journal/book club)
- Can be led by an experienced colleague, manager, or self-led



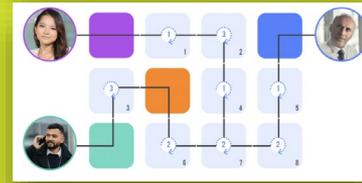
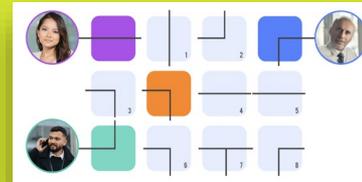
Moments of Meaning

- Real scenarios or practical examples of how power skills are applied in the learner's work environment, to help create meaningful behavior change
- Videos or podcasts, to hear about various key topics directly from experts/peers
- Can reinforce learning, share best practices from the field, take a deeper dive into a given topic, hear others' perspectives



Group Learning Challenges

- Experiences and activities that embed a sense of community & belonging and promote team building
- Application-based workshops with interactive challenges to get people talking, practice what they learned, solve a problem, work toward a common goal
- Escape room: learners work together to solve clues at different stations to reach their destination



ARRIVALS						
FLIGHT	DESTINATION	GATE	TIME	STATUS	ON	TIME
100	CALGARY	A11	07:10	ON	TIME	
200	TOKYO	A14	07:40	ON	TIME	
345	DALLAS	A12	08:05	DELAYED		
160	BANGKOK	B20	08:30	ON	TIME	
300	PARIS	A10	08:40	ON	TIME	
390	FRANKFURT	B24	08:55	DELAYED		
400	TRIESTE	B22	09:10	ON	TIME	
000	VENICE	C31	09:20	ON	TIME	

ARRIVALS							COLLABORATE						
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On-Demand Tools & Resources

- Nuggets: micro-learning that explains the skill and how it could help learners be more effective
- Concept brief: quick summary of the topic with tips and tricks
- See it in practice: video or audio demonstrations of what “good” looks or sounds like
- Now you try: suggested exercises for practicing on the job
- Self-development toolkits: checklist with tips for practice & performance support and a playlist of additional resources

The screenshot shows two slides from a learning module. The left slide, 'Analyzing Insights: Data Collection', discusses the quality of raw data and includes a table with columns for 'Total Assessment', 'Strengths', 'Challenges', 'Insights', 'Action', and 'Strategic Impact'. The right slide, 'Analyzing Insights: Patient Journey', focuses on using storytelling to communicate patient insights and includes a diagram of a patient journey with various touchpoints.

The top slide, 'What does growth mean?', features a graphic of green plants growing upwards. The bottom slide, 'What do you want to achieve?', has a red background with a white mountain icon and the word 'Aspiration' below it.

The screenshot shows a 'JOB-AID/ THE CLEAR MODEL' checklist. The acronym CLEAR is defined as: C (CALM), L (LISTEN), E (EMPATHIZE), A (APOLOGIZE), and R (RESPOND). Each letter is accompanied by a brief description of the behavior. The checklist is presented on a white background with a teal header and footer.

The image shows a video frame of a woman with dark hair, wearing a light-colored top, smiling and speaking. A large, semi-transparent green circle with a white microphone icon is overlaid on the bottom right of the video frame.

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FACTORS

Observation

Manager feedback and drawing attention to positive results

Continuous Growth

Goal-setting, reflecting, adapting, and updating plans

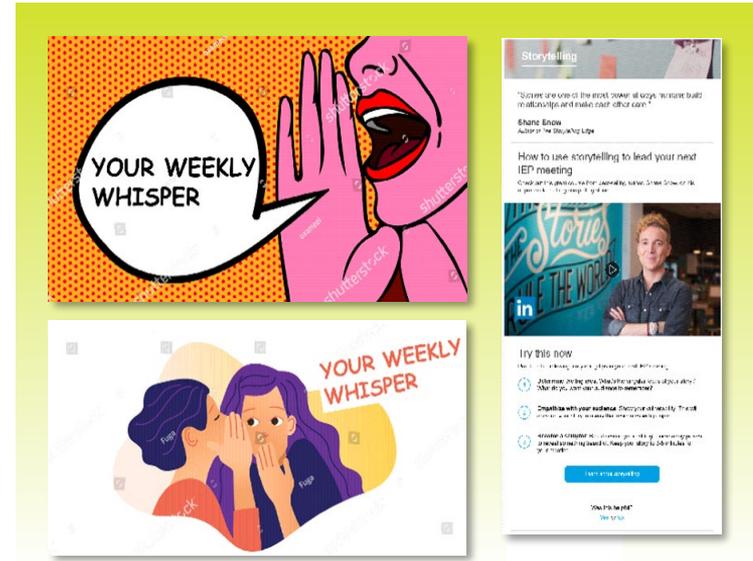
OUTCOME

Ongoing feedback and regularly returning back to self-assessment to set new goals



Continuous Self-Reflection & Conversation

- Reflection questions on what's going well, where they're getting stuck, and what they might do differently
- Learners assess their own confidence with power skills
- Can be used to discuss challenges and successes with their manager and determine the focus of future training
- Discussion talking points and tips for having effective development conversations



Coaching Circles

- Structured group discussions, where learners review real situations and have the chance to practice their power skills and receive feedback from their peers
- Share stories and experiences that demonstrate the key power skills and behaviors for success
- May be led by an experienced colleague, manager, or self-led

Active Listening, Giving & Accepting Feedback

Planning Worksheet

= Use the space below to record your answers and plan for the roleplay activity

Receiving Feedback

What difference does a fixed vs. growth mindset have on receiving feedback?

What are some ways you can express appreciation for the feedback?

What are some ways you can clarify or ask for further feedback?



Observational Tools for Managers

- Guide for managers to effectively support learners and coach them through the training
- Method to make notes and provide insights
- Practical tips for how to have effective development conversations
- Help see progress and areas for improvement, with a focus on observable behaviors



The Power Skills Training Framework

	1 Analysis	2 Prioritization	3 Self-Assessment	4 Experiences & Resources	5 Coaching & Feedback
	<p>What does your business need?</p> <p>What do your people care about?</p>	<p>How can we make time for learning?</p>	<p>How can we build self-awareness?</p>	<p>How can we develop skills?</p> <p>How can we reinforce & support?</p>	<p>How can we evaluate and grow?</p>
FACTORS	<p>Business Needs Critical skills for your future customer environment and internal priorities</p> <p>Learner Needs What your employees care about and what their challenges are</p>	<p>Culture of Learning Messaging from senior leaders, dedicated and protected time, and social accountability</p> <p>Learner Priorities Employees will only make time for learning that matters to them</p>	<p>Consider that not everyone is starting from the same point, and recognize the sources of barriers and challenges</p>	<p>Community Building Learners are comfortable sharing and learning from each other</p> <p>Social Learning Groups that work together learn together</p> <p>Challenges Activities that ask learners to make decisions in realistic on-the-job scenarios</p> <p>Accessibility Develop useful resources that are easy to access</p> <p>Learner-Driven Format, content, and purpose determined by learners</p>	<p>Observation Manager feedback and drawing attention to positive results</p> <p>Continuous Growth Goal-setting, reflecting, adapting, and updating plans</p>
OUTCOME	<p>A set of skills and challenging situations that balance business priorities with what learners care about</p>	<p>Communicating the benefit of power skills training through how it addresses your learners' concerns</p>	<p>Develop strategies for responding to barriers and challenges</p>	<p>Establish new norms as a group by exploring relevant challenges</p> <p>Key approaches used in challenges summarized in useful resources</p>	<p>Ongoing feedback and regularly returning back to self-assessment to set new goals</p>





WHAT ARE THE BENEFITS?

Foundational sets of power skills allow employees to:

- Add value beyond what can be done by automated systems
- Continually adapt to new ways of working and new technologies
- Operate in a digital environment
- Lead change
- Spearhead strategy
- Motivate teams
- Foster belonging

QUESTIONS?

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