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Identifying skills gaps & building resilience

- The top 15 perceived skills that employers will require from their workforce in the future was shared. Often described as 'soft skills' there is an increasing acceptance that skills such as emotional intelligence and resilience are as important as critical thinking.
- The challenge for organisations is to change their recruitment practices to focus on the whole person rather than just technical expertise. Once again, we explored the importance of succession planning, talent management and taking a different outlook to like for like replacement.
- Practical solutions included:
 - Focus on depth, agility and flexibility within teams. Build this into performance planning and training.
 - Develop people for agility and resilience.
 - Reframe 'soft skills' as core foundational skills.
 - Teach people how to manage and lead, it is a specific skill not an innate ability
 - Psychological safety requires authenticity. Without this in place you may develop 'ruinous empathy'.
 - Radical Candour suggested as further reading

Long term solutions - what the future will require

- important that technology supports customer service behaviours.
- The discussion focused in on two key components sought from prospective new starters within recruitment cycles; attitude and technical tasks. These can often be in tension with the technical ability scoring higher and holding more weight which is a risk. There was overwhelming agreement that recruiting for attitude should be the most important however the need to fulfill a technical task overrides due to the short-term win. It was argued that this is short sighted. Recruitment therefore needs to be aligned to learning and development capability so that those with high people skills are able to strengthen technical ability. By focusing on the people skill-set first, organisations can ensure they are strong in both areas.
- It is important to safeguard culture when new skills are being brought into the organisation. The skills new employees bring also contribute to the culture of the organisation and this can be both positive and negative so there is a need to think carefully.

"It's all about culture."

Practical solutions included:

- Risk is rising and turnover showing how mobile people are now. It is important to have more than one succession plan in place – create options for your organisation, think about skills in a broader sense and invest in developing them for your organisation.
- Culture of organisation is important and needs to be part of a recruitment strategy
- Recruitment strategies need to involve long term thinking
- Organisation must build broad skills and resilience – not concentrate on one 'super person' within a team
- Build opportunities to encourage debate – demonstrate that disagreement does not have to mean conflict. This will generate discussion and new ways of thinking, generating solutions to business problems

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A big thank you to our speakers. We have more sessions coming up - dates are below. If you would like to be involved then please contact Ria Bailes by email ria@bailespartners.co.uk

Dates for your diary

Session #3 - Finding the skills we need	6th October 2022	10-11.15am
Session #4 - Building talent pipelines	3rd November 2022	10-11.15am
Session #5 – Strategic skills planning tools	28th November 2022	10-11.15am

Stay in touch

If you would like to discuss any of the themes explored within this series or would like to be involved in future sessions, then please contact us by email hello@bailespartners.co.uk