Competence Requirements, Assessment and Development in Industry

Part of ManpowerGroup, the world leader in innovative workforce solutions

Global career experts, who enable organizations to win by helping their employees succeed

Tailored solutions to assess, develop and transition talent to drive faster time to value

Global reach & local delivery: serve 70% of Global Fortune 500 companies, have transitioned / developed over 3 Million people over the past 35 years

Pierre Jauffret
MBA - Senior Vice President, Center of Excellence Leader, Europe

- 20 years’ experience in Talent Management, supporting organizations and individuals through change and transformation
- Consultant expertise in Leadership Development, Talent Assessment, High Potential identification and Career Development/Mobility
- Design & launch of new solutions addressing evolving market requirements, as well as customization to global clients’ specific needs
Agenda

1. The assessment challenge in the “Human Age”
2. Typical Objectives of Assessment Processes
3. Major tools and Methodologies
4. Are all competencies developable?
5. LQ: Learnability Quotient
1. The assessment challenge in the “Human Age”

Future Forces at Work, Reshaping Labor Markets
1. The assessment challenge in the “Human Age”

Talent matters.

In this new era, human potential is the key driver of productivity and innovation.

It is the key differentiator of business success.
1. The assessment challenge in the “Human Age”

The world of work is changing fast …

- Complex, fast-changing market dynamics
- Fierce competition for talent
- Need for flexible workforces
- Leadership gaps at all levels
- Increasing globalization and org. change
- AI & Automation to redefine, not replace jobs

These dynamics call for new skills, capabilities, mindsets and ways of working.
1. The assessment challenge in the “Human Age”

Business Models are Shifting from Stability to Agility

This has led to a shift in employee capabilities and ultimately what employers value

Past Business Models Favored

The Human Age Demands

STABILITY

• Loyalty
• Predictable Capabilities
• Mastery

AGILITY AND FLEXIBILITY

• Innovative Thinking
• Agility and Adaptability
• Potential to Learn
1. The assessment challenge in the “Human Age”

Companies / Organizations invest in:

- Identifying workforce needed to deliver on their business strategy
  - Strategic Workforce Planning (roles, skillsets, quantity, location …)
  - Refresh of Values, Ways of Working & Leadership Models (“soft skills”) to make a difference moving forward

- Assessing key talent against future needs
  - HR mandate: “right talent in the right place with the right skills” to deliver on business imperative
2. Typical Objectives of Assessment Processes

Check “fit” with job role requirements
- Recruitment - Promotion
- Behavior/Leadership more critical than technical skills

Assessment for Development
- Within current role
- Self-awareness to navigate Career “next steps”

Potential Identification
- Strengthen pipeline
- Accelerate, Engage & Retain key talent

Accelerate Culture Shift / Transformation
3. Major tools and Methodologies

Cognitive Ability Tests

Psychometrics / Personality Measurements
3. Major tools and Methodologies

- **Business Simulations**
- **360° Feedback**
  “How others perceive my behavior…”
4. Are all competencies developable?
4. Are all competencies developable?

- **Adaptability**: Comfortable with ambiguity, complexity and uncertainty
- **Drive**: Hunger, energy and desire to be successful
- **Endurance**: Highly resilient, tenacious and has stamina
- **Brightness**: Intellectually curious & sharp, with a strong appetite to continuously learn
4. Are all competencies developable?

- **Unleash Talent**
  - Demonstrates integrity
  - Builds trust
  - Shows humility
  - Champions feedback
  - Enables careers

- **Accelerate Performance**
  - Shares purpose
  - Balances present/future
  - Adapts internationally
  - Inspires transformation
  - Champions collaboration
  - Drives team effectiveness
  - Builds capability

- **Dare to Lead**
  - Makes decisions
  - Seizes opportunities
  - Challenges authority
  - Fosters innovation
  - Evolves approach
  - Shows self-confidence
4. Are all competencies developable?
5. LQ: Learnability Quotient

1. (learnability): the desire and ability to grow and adapt to new circumstances and challenges throughout your work life
More than 90% of employers expect their organization to be impacted by digitization in the next two years.
Lifecycle of skills is shorter than ever and change is happening at an unprecedented scale.
5. LQ: Learnability Quotient

“In Demand”: Which Jobs, What Skills?

65% of the jobs GenZ will perform do not yet exist
5. LQ: Learnability Quotient

The LQ is an indication of an individual's learning type looking at three measures:

**Intellectual:** How motivated, or willing an individual is to learn or understand things better.

**Adventurous:** Does an individual have an intrinsic desire to explore and try new ways of doing things?

**Unconventional:** Is the individual willing to question the status quo.
## 5. LQ: Learnability Quotient

<table>
<thead>
<tr>
<th>Intellectual</th>
<th>Unconventional</th>
<th>Adventurous</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scholar</strong></td>
<td><strong>Free Spirit</strong></td>
<td><strong>Thrill-seeker</strong></td>
</tr>
<tr>
<td>You constantly thirst for knowledge.</td>
<td>You actively forge your own path.</td>
<td>You are unafraid of the unknown.</td>
</tr>
<tr>
<td><strong>Thinker</strong></td>
<td><strong>Innovator</strong></td>
<td><strong>Explorer</strong></td>
</tr>
<tr>
<td><strong>Doer</strong></td>
<td><strong>Traditionalist</strong></td>
<td><strong>Planner</strong></td>
</tr>
<tr>
<td>You enjoy tackling clearly defined problems.</td>
<td>You prefer playing by the rules.</td>
<td>You like thinking ahead.</td>
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</tbody>
</table>
5. LQ: Learnability Quotient

What Does Your LQ Say About You?

https://www.learnabilityquotient.com/
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THANK YOU