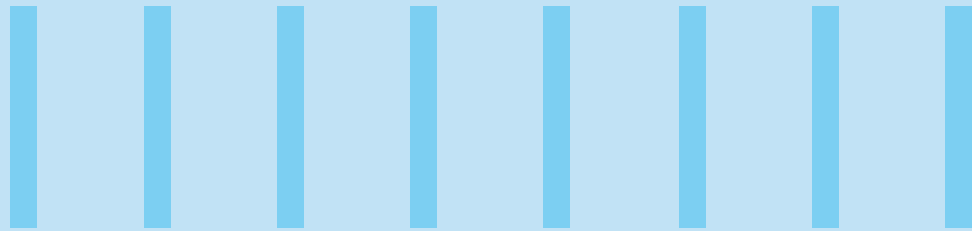




## NAVIGATING TALENT RESKILLING

Creating a Skills-Role-Career Framework  
to Deliver Digital Transformation



Digital transformation is the undeniable next step in organizational evolution. We live in times when digital change is no longer just disruptive but also imperative. To remain a company of tomorrow, we need to be able to weave digital transformation seamlessly into

the fabric of the organization. People being the most important thread in this tapestry, the strategic value of digital literacy is immense and pervasive. With the rise of “superjobs”, human-technology collaboration is the norm, and going digital is no longer a mandate limited to “tech

roles”. That is where the need for people-centric, scalable, and sustainable reskilling models arises along with the need to create and redefine roles that can drive the organization to be and remain digital-forward.



# 1

## Reskilling and Reimagining Roles for the New Digital Order

The rationale for reskilling goes beyond the scope of learning new skills that go with the trend or simply updating the collective skillset within the organization. Besides impacting the bigger picture or the holistic functioning of the enterprise, reskilling is also a marker for success in our work ecosystem for today and tomorrow. In other words, organizations that manage effective reskilling, win. That said, this cannot be a single-use checklist for change

- reskilling and transforming digitally must be a journey - and the whole organization needs to be on board.

In a 2018 paper, Maria José Sousa and Álvaro Rocha, discuss the emerging skills for the digital transformation of organizations and what is interesting is that now in 2021, we can already see a lot of these skills more widely in action across companies. The primary skill domains

that ranked high (in terms of the survey conducted and their literature review) were artificial intelligence, nanotechnology, robotization, the internet of things, augmented reality, and digitalization. Moreover, the study also identified that employees favored digital learning platforms such as mobile technologies, tablets, and smartphone applications in comparison to learning systems that could be integrated into their personal digital devices.

# 2

## Charting the Reskilling Roadmap

The path to reskilling and reimagining roles involves changes throughout the many layers that make up the organization. For there to be a system-wide movement towards skilling and role-mapping that is more conscious, intelligent, and sustainable, we need the shift to manifest at the level of the individual employee, the manager, and the organization.

### → Employee level

- Create own skill profile
- Get recommendations to add aspired roles
- Identify personal skill-gaps
- Pursue required skills through planned learning paths

### → Manager level

- Track reskilling using reports and live dashboards
- Target skills/roles to a specific audience
- Import/export data to corporate systems
- Leverage data for search, gamification, and increased engagement

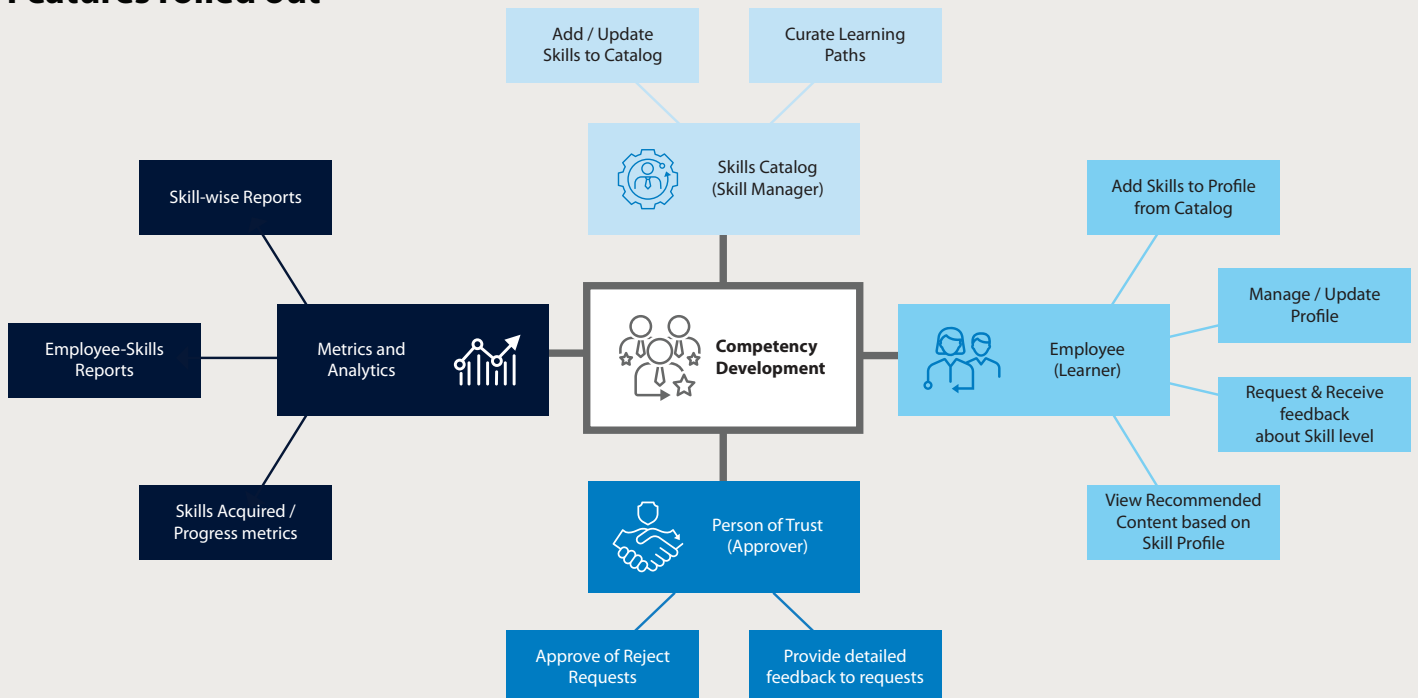
### → Organization level

- Tap into rich metadata that is tangible and actionable
- Learning paths for collective growth
- Employee-driven simple workflows
- Ready taxonomies

The path to reskilling and reimagining roles involves changes throughout the many layers that make up the organization.

The image below is a map of how Wingspan works in terms of competency development while adhering to the basic tri-level rollout.

## Skills Management Features rolled out



# 3

## The Skills Architecture - Define, Differentiate, Deep-dive

### What is a skill?

A skill is a person's learned ability to perform a task with desired results with the expected efficiency in terms of time and effort. The key aspects to remember here are - a skill is a learned action, there are desired/expected results linked to the skill, and a person is skillful if they can perform the task with efficiency. A skill, therefore, implies a linear pathway on which a person can move from basic, to advanced and finally to an expert level of functionality. On the skill journey, however, it is important for both the employee and the manager to feel a shared sense of agency, communication, and growth.

Keeping the above in mind, here's how the Wingspan skills workflow operates:

- User chooses a skill and adds it to their profile
- When adding, they self-rate them to be at a particular level
- User can seek the endorsement of their skill-level from their manager
- User can provide detailed comments in their request

- Manager can review learning paths completed by user related to the skill
- Manager can approve/reject the endorsement
- Manager can provide detailed comments
- Upon approval, the skill status is changed to 'Endorsed' in Skill Profile
- Upon rejection, the skill status has no change and continues to be 'self-rated'
- User can have only one pending endorsement request, i.e., User cannot raise two endorsement requests for a particular skill at any time
- User can withdraw an endorsement request at any time

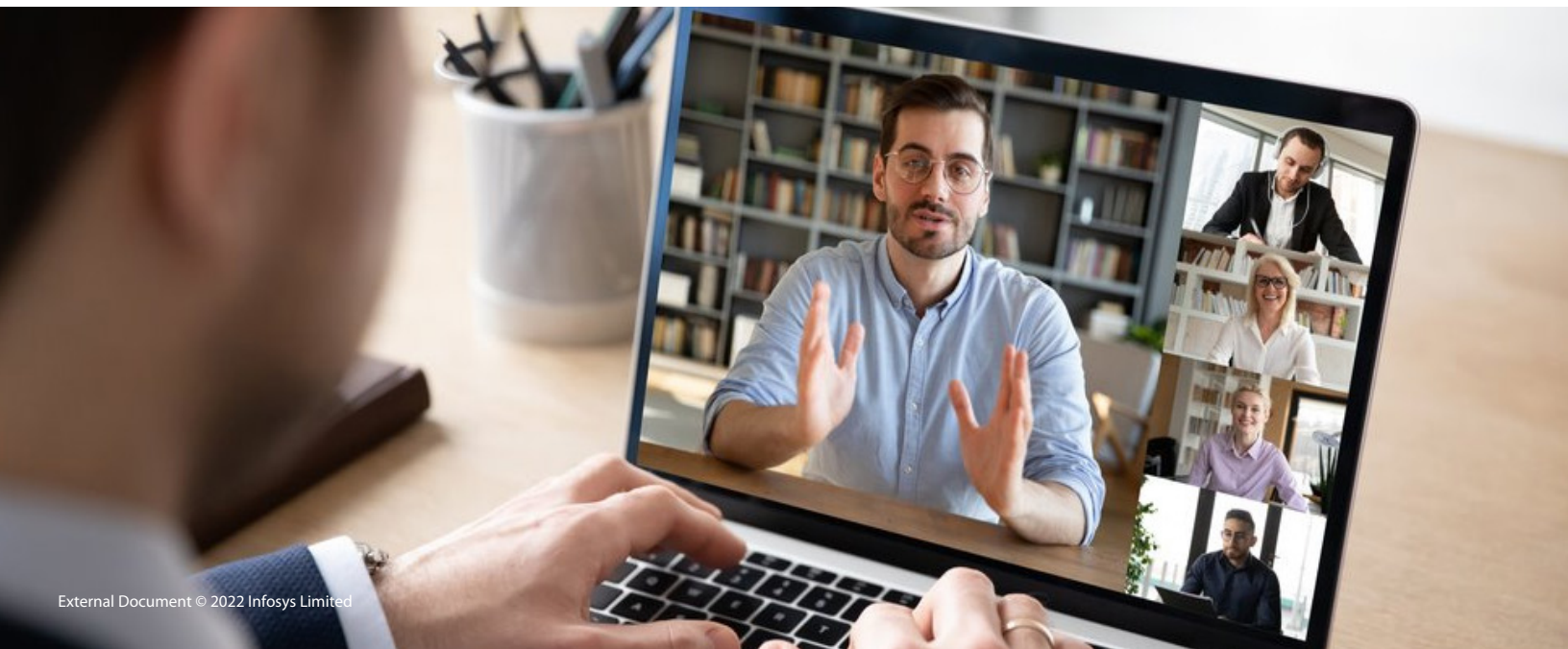
### What are Skillsets?

A skillset is essentially a group of skills that can be clustered together for convenience because they are either complementary or relevant to each other in a way that makes functioning within a role more efficient and effective.

For example, the role of a data analysis presupposes the skillset that includes within it skills such as Structured Query Language (SQL), Microsoft Excel, Critical Thinking, R or Python-Statistical Programming, Data Visualization, Presentation Skills, and Machine Learning.

In terms of the Wingspan user interface:

- Skillsets can be optionally viewed in the Skill Profile
- User can add a Skillset to their profile
- User can optionally self-rate skill of the skill set to add them
- Self-rating of every skill is not mandatory to view Skillsets in Profile
- Skills of a skill profile are also listed as any other skill and have the same functionalities
- Skill Manager can add a skillset to a role
- When a skillset update is published by the Skill Manager, the user skill profile views are automatically updated
- Skills in a skillset do not have any level definition



## What is a role?

A role is the capability of a person, derived from a set of skills, to deliver a set of responsibilities in a process. A role, therefore, is an assigned task that a person performs with the help of their skills and often by virtue of their position in a process or structure.

How would this work in practice?

- A role can be assigned to users as aspired roles
- Assigned, selected and recommended roles would be accompanied by user notifications for both the employee and the manager

- The user is expected to be capable to perform a particular role if they have an equal or higher level of each skill required for the role
- User can view the skill gaps in role details and target to acquire required skills at the required level (and thus plug back to their skill-mapping accordingly)
- Skills in a role can be optionally viewed as skillsets as well if every skill within that skillset is also required for the role
- If skills of a skillset are added to a role even individually, the user can check which skill cluster it belongs to

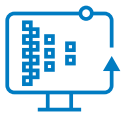
## What are Skill User Groups?

The users of different skill management processes are classified into Skill User Groups (SUGs) for controlling access to relevant skills, roles, and features. On the Wingspan portal, all users automatically belong to the 'Global' SUG by default. A SUG can be created by specifying a list of users so any specific user can belong to one other group besides Global. The workings of SUGs allow to specify and make access for target users easier.

# 4

## Skill - Role - Career: Managing the Journey

When it comes to the shared journey of the employee and the organization, what are the skills, roles, and career-pathing tools that could help us thrive? In order to be able to respond to the present, ubiquitous need for digital leadership with organization-wide reskilling drives, it seems reasonable for organizations to focus on the following skills when developing evolved roles:



### 1. Digital Literacy

Given our digitally fueled lives, it is common practice to assume that we all are digitally literate. However, basic, functional knowledge of digital systems needed for daily life is not the same as high-functioning digital literacy. Think of this as



the difference between being reasonably fluent in a language as opposed to understanding the grammar and nuances well enough for creative production in that language. While it is a little unfair to assume or demand that every employee

in your organization at present can interchangeably navigate the Microsoft Office Suite software, Adobe Illustrator, and Google Analytics with equal efficiency, blended skill sets across these platforms is definitely a goal to work towards.



## 2. Digital Marketing

Branded digital marketing is crucial when it comes to engaging with your audience - be it your clients, your prospective candidates, or your employees. The immense interactive potential and the possibilities that come with deep data analytics are not opportunities to be passed up. Digital marketing skills, inbuilt into the organization's workings enable you to connect with the market a lot deeper than non-digital marketing tools by transforming a historically one-way, passive communication channel to a personalized, experiential conversation.

To be able to sense and tap into the pulse of your niche audience, a balanced mix of social media management, email marketing, and content (both text and video) marketing skills can help with better lead generation, audience retention, and client conversions.



## 3. Digital Security

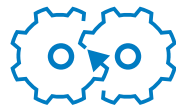
Now more than ever, with remote working and hybrid cloud-hosting of data becoming more mainstream, digital security is a major concern. Operational and strategic skills that help create and maintain a well-protected data system are therefore essential.

Digital data breaches are a threat that businesses around the globe are continuously trying to get better at preventing. Training in digital security courses is a necessity. Courses that increase technical proficiency and instincts to decipher trends of cyber-attacks faster and better, would ultimately help in building a digital wall of protection.



## 4. Data Analysis

Data is what our world runs on. From everyday systems, applications, and processes (like your Instagram feed, hotel booking suggestions, or job opening alerts) to algorithms and synchronizations that orchestrate game-changing events (like piloting and safely landing rovers on Mars, or studying quantum particles), to data-driven AI creations that can conduct successful surgeries and save lives, every aspect of our lives generate and depend on data. Data, in itself, however, besides being a repository of information, cannot do much by itself. That is where data mining and data analysis comes in as skills that transform data, to knowledge, and ultimately to wisdom. Without the insights from the right skills and tools to analyze data, we are essentially blind. Analysts who can sieve through a pile of data and come up with meaningful, actionable insights are thus invaluable.



## 5. DevOps

That "the future is collaborative", is a phrase that comes up often and not without reason. Software development is no longer an isolated field - coders and programmers can no longer work in their backstage silo and corporate leaders cannot simply suggest cloud castles without understanding the technical feasibility of their ideas.

DevOps (development+operations) is a skill set that is rooted in the need for mutual respect and collaboration so that the exercise of envisioning and designing

any software is managed by a hybrid team of conceptualizers, programmers, and marketers who all know how to work together effectively.



## 6. Machine Learning

Artificial Intelligence (AI) and Machine Learning (ML) have now become a lot better integrated into our lives and our jobs than they were even five years back. A quantum leap in how we interact with, use, and function with AI and ML has altered our perception of these technologies. Most of us regard automated digitized systems as aids that enable us to do our jobs better rather than threats that are here to steal our jobs. In a world with driverless vehicles, AI chatbots, and software that can carry out administrative and accounting tasks with ease, certain jobs do run the risk of seeming redundant, but that is just the next jump in evolution.

With the rise of machine learning, skills like software creation and management, information processing, and application-based decision-making are crucial to enable further growth since the evolution of our tech creations has never been as closely related to our own as they are now.

With fast-emerging software tools, dynamic algorithms, new computing languages, and changing online regulations and standards, the only way your brand can stay afloat and ahead is if your employees embrace and apply these digital skills. These are more than trends - these are the pillars that our future would be built upon.

# 5

## Implementing Reskilling: Workflows, Experience, Validation, Metrics

Gone are the days of silos - of secluded islands at the workplace. This is the age of the generalist who has skills that span over multiple domains, insights from multiple knowledge sectors, and the ability to apply them across systems and processes. While this may sound dangerously close to being the proverbial jack of all trades, it is not to negate the importance of specializations. The stress, however, is on the fact that it is no longer enough to be a specialist who would rather stay limited to one clearly defined box when the world all around us is changing and demanding hybrid roles.

How can organizations teach their employees to embrace this change? Here are four key suggestions:

### → Redefine workflows

A move from static operations towards agile, integrated systems across levels of the organization would help create a culture of adaptability and collaboration.

### → Focus on experience

When it comes to employee experience, smart organizations have their eyes and ears (and hearts) on creating something that their employees want to be a part of. This not only sets the tone for your corporate or employer brand but also clearly defines shared goals. How employees behave within a system depends greatly on how they feel about being in the system - building on a meaningful career path and experience for your employee thus goes a long way in building change.

### → Uphold continuous learning and validation

Upskilling and career progression are an obvious connection to make but a culture of continuous learning goes beyond the idea of trying to upgrade a skill simply to get a promotion. A learning organization needs to enable its employees by staying people-focused and creating an environment where transformation (digital or otherwise) is not an ordeal but rather a way of life.

### → Nurture the art and science of metrics

Creating clear, outcome-driven processes around leading metrics and result metrics is key to not only gauging the effectiveness of the present system, but also the compass that allows charting out a path for the future. Glitches, however minuscule or threatening can be resolved only when relevant metrics can point them out.

# 6

## Digital Learning in Action with Wingspan

We were recently selected by Siemens to deploy Wingspan, our digital learning, and talent transformation platform. The company-wide deployment of My Learning World, a part of Siemens' digital transformation journey, aims to provide every employee a personalized learning experience besides tracking their progress. When we talk of seeing digital learning in action - the real-time, unfiltered view of it from an employee's perspective - what always stands out as the most important aspect of a learning tool is simplicity. This is true with regard to deployment,

user experience, metrics, and upgrading whenever necessary.

The trinity of metrics, workflow, and ecosystem is the cornerstone that upholds any learning endeavor. The learning tools and processes need to seamlessly integrate with the workflows already in place while also allowing for tweaks in the workflow where necessary; the ecosystem in which the learning needs to take place must be conducive to the process of change; there should be effective metrics in place to ascertain the success of the program. Each

of these aspects needs to come together in order to create a learning experience that is meaningful. That is the key to transformation that can be sustained, tangible, and that creates positive evolution in the way of work.

Wingspan, for example, provides a cloud-based platform that allows learning to plug into learning anytime, anywhere. AI-powered search through concepts like topic spiders, navigators, and personalized homepages are all set to create an impactful, personalized interface for employees.

# 7

## Reskilling Now to Reinvent Tomorrow

With the current pandemic still looming large, global corporate competition on the rise, and our collective struggle to survive and thrive through the uncertainty, learning and preparing for the future may provide us with the right dose of hope we

need to overcome these strange, difficult times. If there ever was a time to invest in learning, it is now. It is imperative to build a culture of shared learning, of continuous improvement backed by data and science, and to build relevance that sustains itself

over time. The goal remains to focus on becoming leaders in digital transformation and not just adapters. Digitizing reskilling enterprise-wide will deliver this vision.

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Along with driving content digitally, ETA also focusses on developing holistic skills in the areas of business, behavioral and leadership such as design thinking.



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