

### Skills

73%
recognize the importance of skills to keep pace with technological innovation

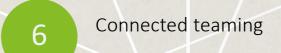
9%

detect sufficient progress in their own organization

#### What will be the most important skills in the future?

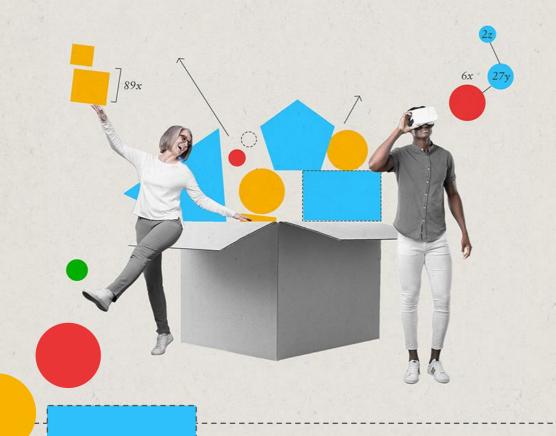


- Critical Thinking & Innovation
- 3 Informed Agility
- Complex Problem Solving
- 5 Resilience

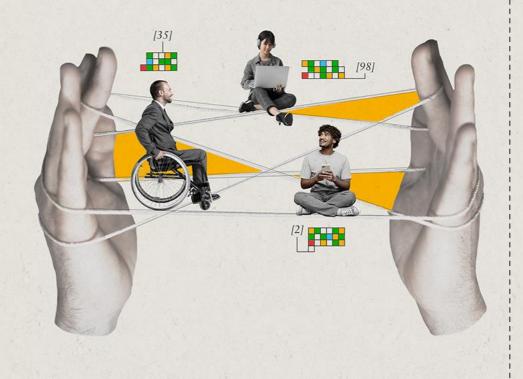


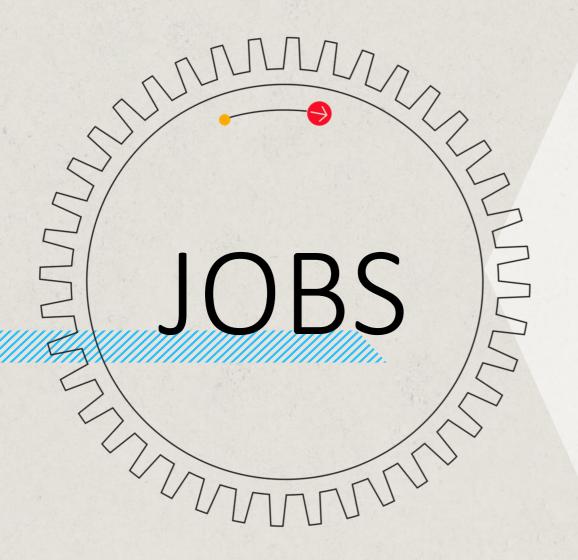
- 7 Technology Use, Monitoring & Control
- 8 Technology Design & Programming
- 9 Divergent thinking
- Social and emotional Intelligence

## Digital playground



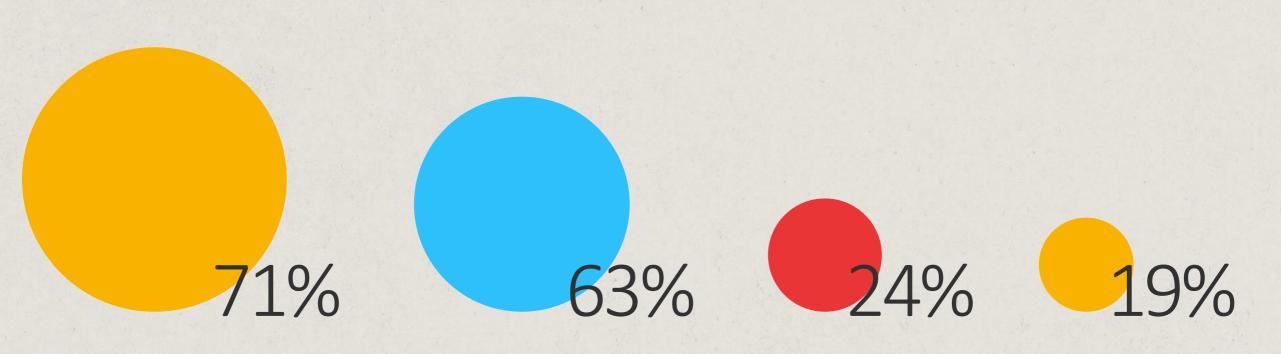
## Workplace microcultures





- Personnel requirement
- Recruitment
- Personnel development measures
- Careers
- Remuneration
- Authorization systems

# Jobs no longer structure work in a contemporary way



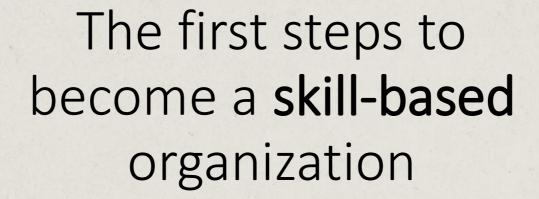
### Three central paradigms

of a skill-based organization

Thinking of work in terms of skills instead of jobs

Seeing employees as individuals with skills and potential

Skills as a basis for decision-making and process design



**WORKFORCE PHILOSOPHY** 

SKILLS FRAMEWORK + COMMON LANGUAGE

**DATA + TECHNOLOGY** 

**GOVERNANCE** 



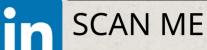
# Let's get in touch!



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