

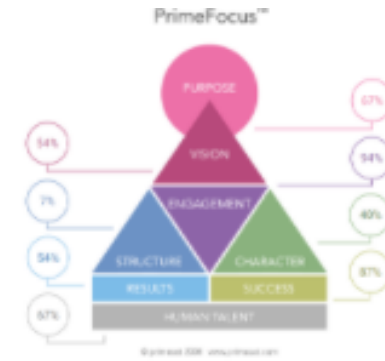
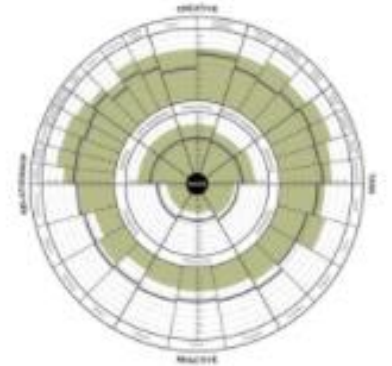
DEVELOPMENT NEEDS ANALYSIS

CRITICAL SKILLS FOR THE FUTURE

The demand for technological, social and emotional, and higher cognitive skills will grow.

One-size cannot fit all where employees have different roles, experiences, cultural sensitivities, personalities and attributes, and we are all on our own adult development journey.

We integrate a range of tools and assessments into our programs to help increase self-awareness and support the personal development journey. This allows us to individualize the development process and can be supported by coaching which has proven to have a major impact on performance.



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IMPROVED SELF-AWARENESS POSITIVELY IMPACTS ON PERFORMANCE

- ✓ 100 percent reported a significant improvement in workplace effectiveness
- ✓ 79 percent mentioned more effective workplace relationships
- ✓ 86 percent described an improved ability to identify and manage their emotions
- ✓ 81 percent linked improved emotional self-awareness to a reduction in stress

Source: [Association for Talent Development, 2018](#)

THE DEMAND FOR HUMAN SKILLS

Developing 'human skills' (Simon Sinek) has become even more important for people to ensure they thrive in the future workplace:

- Be agile and adapt to change and uncertainty
- Be able to navigate complex networks and situations and make decisions based on data available
- Be able to connect and develop strong, successful, collaborative working relationships



56 FOUNDATIONAL SKILLS FOR THE FUTURE OF WORK

Source: Mckinsey, 2021

COGNITIVE	
Critical Thinking <ul style="list-style-type: none"> • Structured problem-solving • Logical reasoning • Understanding biases • Seeking relevant information 	Planning and ways of working <ul style="list-style-type: none"> • Work-plan development • Time management & prioritization • Agile thinking
Communication <ul style="list-style-type: none"> • Storytelling & public speaking • Asking the right questions • Synthesizing messages • Active listening 	Mental flexibility <ul style="list-style-type: none"> • Creativity & imagination • Translating knowledge to different contexts • Adopting a different perspective • Adaptability • Ability to learn

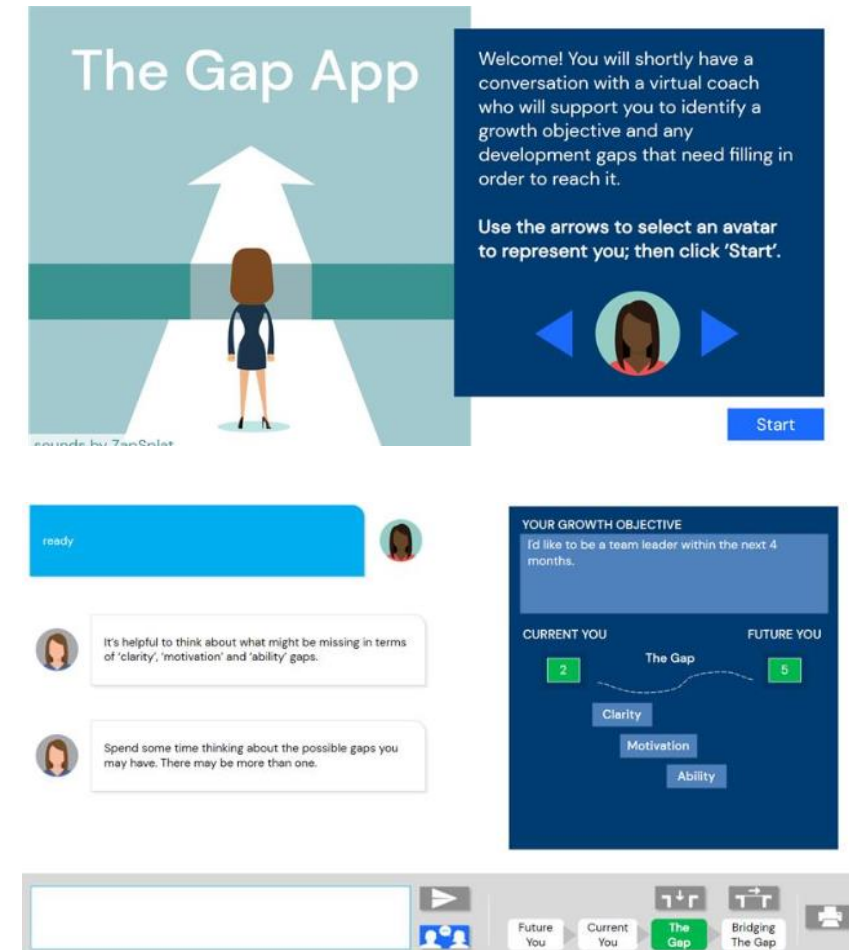
INTERPERSONAL	
Mobilizing systems <ul style="list-style-type: none"> • Role modelling • Win-win negotiations • Crafting an inspiring vision • Organizational awareness 	Developing relationships <ul style="list-style-type: none"> • Empathy • Inspiring trust • Humility • Sociability
Teamwork effectiveness <ul style="list-style-type: none"> • Fostering inclusiveness • Motivating different personalities • Resolving conflict 	<ul style="list-style-type: none"> • Collaboration • Coaching • Empowering

SELF-LEADERSHIP	
Self-awareness and self-management <ul style="list-style-type: none"> • Understanding own emotions & triggers • Self-control & regulation • Understanding own strengths 	<ul style="list-style-type: none"> • Integrity • Self-motivation & wellness • Self-confidence
Entrepreneurship <ul style="list-style-type: none"> • Courage & risk-taking • Driving change & innovation 	<ul style="list-style-type: none"> • Energy, passion & optimism • Breaking orthodoxies
Goals achievement <ul style="list-style-type: none"> • Ownership & decisiveness • Achievement orientation 	<ul style="list-style-type: none"> • Grit & persistence • Coping with uncertainty • Self-development

DIGITAL	
Digital fluency & citizenship <ul style="list-style-type: none"> • Digital literacy • Digital learning 	<ul style="list-style-type: none"> • Digital collaboration • Digital ethics
Software use & development <ul style="list-style-type: none"> • Programming literacy • Data analysis & statistics 	<ul style="list-style-type: none"> • Computational & algorithmic thinking
Understanding digital systems <ul style="list-style-type: none"> • Data literacy • Smart systems 	<ul style="list-style-type: none"> • Cybersecurity literacy • Tech translation & enablement

DEVELOPMENT PLANNING THAT MAKES A DIFFERENCE

- Once strategy is defined, the purpose and vision clear and a roadmap developed to build the necessary culture and engagement, we work with you to identify the current skills vs the desired future skills.
- The Development Needs Analysis can be customized to suit the organizational needs.
- Data outputs are then used to inform individual development planning and to shape the learning and development journey.
- As a result, benchmarks are created and measurements can be implemented to track progress at an individual, team or organization-wide level as they proceed on their L & D journey. Supporting impact of training and development investment.
- This data can inform the EDP and managers supported to 'manage' and 'develop' their teams in line with the roadmap and future destination.



DEVELOPMENT NEEDS ANALYSES (sample outputs)

ID	Start time	Completion time	Email	Name	Job title (optional)	Length of service (years)	Are you a team member	How many people	Challenge 1	Challenge 2	Challenge 3	Financial Acumen	Better Conversations	Navigating Change
9	7/30/21 8:35:23	7/30/21 8:42:39	anonymous		Head of Service Resours	5-10 years	Yes	14	Stability to be able to	Employee Engagement	Business awareness -	moderate	very high	very high
10	7/30/21 8:41:52	7/30/21 8:47:19	anonymous		Services Operations M	1-5 years	Yes	5	Under resourced	Additional workload n	Making sure I keep up	high	high	high
11	7/30/21 8:46:13	7/30/21 8:56:31	anonymous		Customer Experience A	more than 10 years	No		Inspiring internal cult	Monitoring Action Pla	Collate pulse survey f	low	high	high
12	7/30/21 8:40:56	7/30/21 8:56:55	anonymous			more than 10 years	Yes	7	Recruiting - having bel	Prioritisation of work	The Arquia Operating I	moderate	low	low
13	7/30/21 8:46:53	7/30/21 9:00:19	anonymous		Digital Learning Lead	1-5 years	No		Supporting an area in	Helping change a learn	Encouraging the busin	very low	moderate	high
14	7/30/21 9:01:29	7/30/21 9:08:21	anonymous		Head of Finance	1-5 years	Yes	3	Access to and quality	Lack of Exco ownership	Workload	very high	moderate	very high
15	7/30/21 9:05:45	7/30/21 9:12:31	anonymous		Commercial manager	more than 10 years	No		Lack of clearly defined	Lack of clearly defined	Enduring resentment	very high	moderate	very low
16	7/30/21 9:22:16	7/30/21 10:03:48	anonymous		Commercial manager	more than 10 years	No		In a smaller sales team	Feeling comfortable th	Talking practical steps	moderate	moderate	moderate
17	7/30/21 9:58:28	7/30/21 10:12:07	anonymous		Head of Spectrum	more than 10 years	Yes	9	Future of broadcast, n	Utilities networks bids	Remote managing	moderate	high	high
18	7/30/21 10:36:17	7/30/21 10:51:12	anonymous			1-5 years	No		Networking/building	n building technical kn	Learning, understanding	low	moderate	high
19	7/30/21 10:39:06	7/30/21 11:01:15	anonymous		Enterprise Architect	5-10 years	Yes	3	Understanding where	Growing markets and	Management skills an	very low	high	moderate
20	7/30/21 10:11:07	7/30/21 11:05:28	anonymous		Data Governance Man	1-5 years	Yes	1	Understanding where	Confidence in leading	Recruiting the right pe	low	high	moderate
21	7/30/21 10:54:53	7/30/21 11:06:00	anonymous		Enterprise Architect	for more than 10 years	Yes	7	Getting the time to thi	Focusing each day on	Inspiring my team and	high	high	very high
22	7/30/21 9:14:16	7/30/21 11:09:36	anonymous			1-5 years	No		Keeping momentum go	Influencing different a	Organisation of dispa	moderate	high	high
23	7/30/21 11:04:27	7/30/21 11:24:36	anonymous		Head of Commercial R	more than 10 years	Yes	2	Transitioning from a li	Achieving a challengin	Connecting with custo	high	very high	moderate

Skills/Competency	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Firstname Lastname	Average Per Skill	
Managing																			
Time Management	4	5	4	4	6	5	6	2	5	4	5	6	2	4	5	6	4	5	4.6
Meetings	4	5	3	6	8	7	5	6	2	5	6	8	9	7	8	9	5	4	5.9
Projects & Priorities	6	5	8	9	7	5	6	8	7	5	6	8	5	4	9	6	8	4	6.4
Finances & Budgets	2	3	4	5	4	2	3	5	3	5	4	3	6	4	2	5	6	7	4.1
Hiring & Staffing	5	4	5	9	8	6	2	5	4	5	4	5	5	4	6	2	4	4	4.9
Tech Savvy	7	8	7	5	6	7	7	6	5	6	7	4	5	6	4	4	5	6	5.8
Disseminating Information	5	6	5	4	5	6	4	5	6	6	6	5	6	7	7	4	5	6	5.4
Manages Process	2	3	6	8	5	6	8	7	5	5	5	7	5	6	5	3	5	6	5.4
	4.4	4.9	5.3	6.3	6.1	5.5	5.1	5.5	4.6	5.1	5.4	5.8	5.4	5.4	5.5	5.4	5.0	5.3	5.3
Leading																			
Leads By Example	4	5	3	4	6	5	6	2	5	4	5	6	2	4	5	6	4	5	4.5
Interprets The Vision	4	5	5	6	8	7	5	6	2	5	6	8	9	7	5	6	5	4	5.7
Sets The Direction	6	5	4	4	7	5	6	8	7	5	6	8	5	4	5	6	8	4	5.7
Plans Strategy	5	6	4	2	5	6	5	5	7	5	6	2	4	5	8	7	5	6	5.2
Sees Things From A Business Perspective	7	7	7	5	6	5	5	6	5	7	7	5	8	4	5	4	6	6	5.8
Lives The Values	2	3	5	6	8	7	5	6	5	4	5	8	6	9	7	6	4	6	5.7
External/Internal Customer Focused	2	5	6	5	4	7	5	4	5	4	5	6	5	6	8	4	5	4	5.0
	4.3	5.1	4.9	4.6	6.3	6.0	5.3	5.1	5.3	4.6	5.7	6.4	5.1	6.1	6.0	5.7	5.0	5.0	5.4



North East

Creating alignment helps to ensure that the objectives of all parties involved are delivered while taking into account wider context and long-term aims.

Most demonstrated behaviours

- Buy-in to the vision
- Work across boundaries to break down silos and develop inclusive approaches

Least demonstrated behaviours

- Think ahead – plan for the future
- Communicate change and help others understand implications

Common themes

COMMUNICATE CHANGE
BUY-IN LEADER
 ISOLATION DIVERSITY
 GOALS CREATIVITY CARE SAFETY TEAM

Customizable, interactive dashboards provide a user-friendly interface to be able to monitor progress against initial benchmarking for behaviors and skills and inform development planning and performance management.

Ranking poll
Votes: 0

We have listed the key Topic areas we intend to cover on the first phase of the Change Ready programme. Please rank them in priority order. When you're done hit "SEND" - right at the bottom of the list.

Ranking poll
Votes: 0

Similarly, please rank these suggested topics for LEADERS in priority order. Then hit "SEND".

Data collection/sources include surveys, focus groups and interviews and existing data

THANK YOU

www.primeast.com/us

Beth Williams

Email: beth.williams@primeast.com

Phone: + 1 609 642 8821

Liz Clarkson

Email: liz.clarkson@primeast.com

Phone: + 44 (0) 1423 531083

primeast

