Addressing Skills Gaps with the Must-Have Skills of the 21st Century Workplace

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Objectives

- Explore why it is important to develop the 4 Cs in your workforce
- Consider what the 4 Cs could do for your organization
- Discover ways to integrate the 4 Cs into your organizational and employee development planning
Agenda

- What are the 4 Cs?
- Why the 4 Cs?
- How can we reduce gaps in the 4 Cs?
What are the 4 Cs?

- **Critical Thinking/Problem Solving** – the ability to make decisions, solve problems, and take action as appropriate
- **Communication** – the ability to synthesize and transmit your ideas in written and oral formats
- **Collaboration** – the ability to work effectively with others, including those from diverse groups and with opposing points of view
- **Creativity and Innovation** – the ability to see what’s NOT there and make something happen
Critical Thinking

Problem Solving

Creativity

Innovation

Communication

Collaboration
Every 21st century skills implementation requires the development of core academic subject knowledge and understanding among all students. Those who can think critically and communicate effectively must build on a base of core academic subject knowledge.

Within the context of core knowledge instruction, students must also learn the essential skills for success in today’s world, such as critical thinking, problem solving, communication and collaboration.
Most of the skills I use in my current job, I developed outside of school.

- **59%** Strongly agree or agree (4-5)
- **25%** Neither agree nor disagree (3)
- **15%** Strongly disagree or disagree (1-2)

Respondents were nearly four times as likely to credit the skills they use for their work to outside activities rather than to the classroom.
Percentage of Respondents Achieving Excellence in Work Quality

Respondents with high 21st century skill development are twice as likely as those with low or medium 21st century skill development to achieve excellence in work quality.
As the economy improves, please rate the following skills and competencies by their level of importance in helping to grow your organization.

<table>
<thead>
<tr>
<th></th>
<th>Least important</th>
<th>Less important</th>
<th>Neutral</th>
<th>Somewhat important</th>
<th>Most important</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Critical thinking</strong></td>
<td>0.1%</td>
<td>0.3%</td>
<td>2.4%</td>
<td>27.2%</td>
<td>70.0%</td>
</tr>
<tr>
<td><strong>Communication skills</strong></td>
<td>0.0%</td>
<td>0.3%</td>
<td>4.2%</td>
<td>31.8%</td>
<td>63.7%</td>
</tr>
<tr>
<td><strong>Collaboration/team building</strong></td>
<td>0.0%</td>
<td>0.7%</td>
<td>6.3%</td>
<td>41.5%</td>
<td>51.5%</td>
</tr>
<tr>
<td><strong>Creativity and innovation</strong></td>
<td>0.4%</td>
<td>1.4%</td>
<td>6.6%</td>
<td>28.0%</td>
<td>63.6%</td>
</tr>
</tbody>
</table>
Please rate the following methods for developing employees’ four Cs.

<table>
<thead>
<tr>
<th>Method</th>
<th>Least effective</th>
<th>Less effective</th>
<th>Neutral</th>
<th>More effective</th>
<th>Most effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. development/Training</td>
<td>1.7%</td>
<td>5.3%</td>
<td>19.6%</td>
<td>55.3%</td>
<td>18.1%</td>
</tr>
<tr>
<td>In-house/Job training</td>
<td>1.4%</td>
<td>7.7%</td>
<td>22.9%</td>
<td>46.3%</td>
<td>21.6%</td>
</tr>
<tr>
<td>Mentoring</td>
<td>0.9%</td>
<td>3.5%</td>
<td>17.6%</td>
<td>46.0%</td>
<td>32.0%</td>
</tr>
<tr>
<td>One-on-one coaching</td>
<td>0.1%</td>
<td>2.4%</td>
<td>10.8%</td>
<td>43.5%</td>
<td>43.2%</td>
</tr>
<tr>
<td>Job rotation</td>
<td>2.3%</td>
<td>8.1%</td>
<td>27.9%</td>
<td>43.0%</td>
<td>18.7%</td>
</tr>
</tbody>
</table>
In general, what applied skill gaps do job applicants have in your industry?

**California**

![Chart showing skill gaps in California and United States](chart.png)

Note: Percentages do not total 100% due to multiple response options. Only respondents whose organizations were having a difficult time recruiting for certain types of jobs were asked this question. An asterisk (*) indicates there is a statistically significant difference between organizations in California compared with those in the United States.
In general, what applied skill gaps do job applicants have in your industry?

**California**

<table>
<thead>
<tr>
<th>Skill</th>
<th>California (%)</th>
<th>United States (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical thinking/problem solving</td>
<td>57%</td>
<td>53%</td>
</tr>
<tr>
<td>Professionalism/work ethic</td>
<td>49%</td>
<td>46%</td>
</tr>
<tr>
<td>Written communications</td>
<td>41%</td>
<td>46%</td>
</tr>
<tr>
<td>Leadership</td>
<td>41%</td>
<td>38%</td>
</tr>
<tr>
<td>Oral communications</td>
<td>36%</td>
<td>34%</td>
</tr>
<tr>
<td>Information technology application</td>
<td>31%</td>
<td>29%</td>
</tr>
<tr>
<td>Teamwork/collaboration</td>
<td>29%</td>
<td>33%</td>
</tr>
<tr>
<td>Creativity/innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lifelong learning/self-direction</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Diversity</td>
<td>19%</td>
<td>18%</td>
</tr>
<tr>
<td>Ethics/social responsibility</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Note: Percentages do not total 100% due to multiple response options. Only respondents whose organizations were having a difficult time recruiting for certain types of jobs were asked this question. An asterisk (*) indicates there is a statistically significant difference between organizations in California compared with those in the United States.
Two Questions

- Has your organization experienced skills gaps?
- What areas have you experienced skills gaps: in recruiting or existing staff or other?
How can we reduce gaps in the 4 Cs?

- We’ll experience some social learning today
- We’ll be using all 4 Cs to solve this problem
- In your groups, consider your assigned “C” and how it could be developed in your workplace
  - Put on your critical thinker and problem solver hats
  - Make sure to communicate
  - Be collaborative, creative, and innovative
If you’re responsible for a more skilled workforce…

- Free resources at PPLDEV.COM
  - Online *Critical Thinking Skills* course
  - White paper: *Overcoming the Four Dilemmas of Problem Solving and Decision Making*
  - E-book: *How to Coach the Remote Employee*
  - Consulting: Thirty minutes consulting on anything related to this topic (email us with key phrase “SHRM skills gaps”)
  - Your proposal: We’ll help you write a proposal that supports your idea to upper management
Wrap-up

- Action Plan
- Final questions or comments?
- Thank you!
- Evaluations

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Appendix

- Detailed definitions of the 4 Cs
- Ways to shrink gaps in the 4 Cs
Critical Thinking/Problem Solving

- Use various types of reasoning as appropriate
- Analyze how parts of a whole interact with each other to produce overall outcomes in complex systems
- Analyze and evaluate evidence, arguments, claims, and beliefs
- Identify and ask significant questions that clarify various points of view and lead to better solutions
Communication

- Articulate thoughts and ideas effectively
- Listen effectively
- Use communication for multiple purposes
- Utilize multiple media and technologies
- Communicate effectively in diverse environments
Collaboration

- Work effectively and respectfully with diverse teams
- Exercise flexibility and willingness to be helpful to accomplish a common goal
- Assume shared responsibility for collaborative work
- Value individual contributions made by team members
Creativity and Innovation

- Use a wide range of idea creation techniques
- Elaborate, refine, analyze, and evaluate ideas in order to improve and maximize creative efforts
- Develop, implement, and communicate new ideas to others effectively
- Be open and responsive to new and diverse perspectives; incorporate group input and feedback into the work
- Act on creative ideas to make a tangible and useful contribution to the field
Ways to reduce the gap in the 4 Cs

According to the AMA study, here are the top five ways to develop employees’ 4 Cs (in priority order)

1. One-on-one coaching
2. Mentoring
3. On-the-job training
4. Job rotation
5. Professional development / training