Introduction

Powerful technologies and new business models are remaking the workplace, setting the stage for new jobs and careers, empowering individuals and teams to advance organizational goals through creativity and collaboration. The Fourth Industrial Revolution (4IR) presents enormous challenges and opportunities, at high speed, calling on leaders to move quickly and plan for a dramatically different world of work.

How will competency models, assessments, and learning keep pace with this revolution? Our current practices have worked by helping us recognize the challenges and opportunities of the twentieth century and develop skills to address them. But new ways of work demand new solutions that embrace changes in technology, social attitudes, and business models. As we witnessed at the onset of COVID-19, agility and flexibility enabled many people to adopt new practices with surprising speed. These types of qualities will help them navigate the in the coming years of exponential change.

The Talent Transformation Pyramid addresses the questions that leaders, managers, and coaches face today:

- How can we promote a culture in which people enjoy their roles and perform well within a continually changing workplace?
- How will we evaluate competencies and identify the factors that support them?
- How can we use data to evaluate culture fit and job fit?
- How can we gauge someone's potential for taking on new responsibilities and performing well?
- How can we help individuals adapt to using new technologies to perform in new or updated roles?

About This Book

This book answers these questions with a strategic approach for improving performance. The Talent Transformation Pyramid brings together twelve factors that enable the success of individuals, teams, and entire organizations. These factors include technical and functional skills as well as the social, emotional, and conversational intelligences that enable robust, meaningful relationships. This framework also acknowledges that psychological safety, a supportive culture, free-flowing information, and appropriate tools are crucial to performance. The creation of workplaces that empower teams of people with diverse skills and backgrounds is critical for success in the twenty-first century.

Understanding the twelve factors, measuring them accurately, and finding correlations among them will guide you in determining interventions that will help your workforce build competencies for current and future jobs. This approach is viable thanks to new technologies that make it possible to collect vast amounts of data, identify patterns, correlate findings, and determine causation.

TALENT
TRANSFORMATION

In writing this book, we have tapped into the wisdom and experience of the researchers, thinkers, and practitioners whose work has brought measurement, assessment, and talent management to the point where we can address the challenges and opportunities before us. We have also built on our affiliation with the Talent Transformation Guild, a community of executives, human resource leaders, talent development specialists, personal coaches, and consultants who want to keep pace with the technology-driven revolution now underway.

Who Should Read It?

We have designed this book to help executives, leaders, managers, and human resource professionals create a better work environment for all today while meeting tomorrow's demands. We hope this book makes work more enjoyable, engaging, and fulfilling for you, your colleagues, and your clients. We assume that you, as a reader:

- want to create a harmonious, high-performing team or coach others to so
- see dramatic changes looming in the workplace and wish to prepare for them
- know about factors that affect performance but would like to understand better how these factors interact to support success
- welcome fresh approaches to talent transformation

How to Use It

We recommend reading this book straight through, but since each chapter stands on its own, you can skip around as much as you wish. If you are an expert in the subject of a particular chapter or feel out of your depth, feel free to skip ahead. And we hope you will keep the book for reference when you encounter issues and need to refresh your understanding. In the nine chapters of this book, you can:

1. Explore the Fourth Industrial Revolution's impact on how tasks will change as powerful technologies generate massive job losses and gains. Recognize the urgent need to prepare for these changes through reskilling.
2. Get pointers for managing change, reassigning tasks to take advantage of helpful technologies, and position workers to learn new competencies or succeed in their roles.
3. Meet the Talent Transformation Pyramid—the heart of this book and our inspiration for writing it! Here, we describe the twelve factors that underpin individual, team, and organizational success, from behaviors and work environments to technical and functional skills. We explain the importance of measuring the factors individually and correlating the results to help you determine valuable interventions for building competence.
4. Trace the progress of assessment as an increasingly reliable means of measuring personalities and functional skills. Read about the many uses of assessments and get a glimpse of how they may change in an age of massive-scale automation.

5. Delve into the principles and science of measurement that support valid, reliable assessment. Get pointers on mitigating potential errors of measurement, defending against fraud, and understanding assessment results.

6. Find out how assessments based on clearly defined competencies can help predict how well and how safely individuals are likely to perform the tasks their roles require. Discover options for assessment delivery, including innovative approaches to predicting job readiness.

7. Discover how teams benefit from personality, strength-finder, and emotional intelligence assessments, which can inform team selection and help members of new teams understand themselves and each other. Assessments can also help established teams regain their sense of direction when problems emerge.

8. Investigate how to improve organizational results and decision making by tracking metrics and detecting correlations. This chapter discusses the importance of identifying sound goals and monitoring progress using Key Performance Indicators (KPIs), Objectives and Key Results (OKRs), and other methods.

9. Look into our crystal ball at the impacts of four trends that are changing the way we live and learn: blended technologies, innovative business models, greater emphasis on social responsibility, and new ways to nurture and inspire talent. Consider the potential of the Talent Transformation Pyramid, by providing a strategic approach to defining competencies and the factors for successful performance, can help you engage and energize your workforce.

Where to Learn More

Visit the Talent Transformation Guild at www.talenttransformation.com for information that supplements this book, as well as white papers, webcasts, podcasts, videos, and more. You are welcome to contact us at book@talenttransformation.com to discuss any aspect of this book. We're keen to learn, too!