



5 super skills: how to develop your employees for the future

Work is changing. **Rapidly.** Changing technologies are demanding new skills and even new occupations. Economies, environments and even political changes are adding to the complexity and the pace of the changes. To survive in today's rapidly changing world, you need to develop your employees to meet those changing demands.

Whether you develop them through learning, encourage growth through stretch assignments or even seek to hire talent with the new skills, it's critical that all your efforts are future-focused. Development of our employees ensures that our organizations achieve our vision and our strategic and business outcomes—which are all future-focused. Thus, what we use to shape those development efforts must also be future-focused. Rather than define competencies or skills designed to help you be successful today, you must focus on those that will be critical for success tomorrow. Consider the future challenges, expectations, and deliverables that will be required for the individuals and craft an effective strategy to develop those skills.

What are these skills? How can we know what's coming next? How can we help prepare our employees? How do we continue to be successful?

Cornerstone, in partnership with the Institute for the Future, identified five super skills through extensive research. These super skills will help you and your organization meet the coming demands of the future of work. Even further, we've identified subsets of the super skills that will give you clarity on how to develop each of them for the future. Finally, we've highlighted a number of helpful courses that correspond to each subset.

See how to develop each skill and stretch yourself – for the future is closer than you think!



Super Skill 1

MAKE YOURSELF KNOWN

With the art and science of reputation management, everyone is visible—just about everywhere and all the time. What matters is what you do with your visibility. In the future, you will have to make yourself known in a digiverse of billions of people. You will need to build your own personal brand for your own personal economy.

Four keys to make yourself known:

1. Own your data
2. Own your brand
3. Be multicultural
4. Garner credit for everything

Recommended courses

How well do you promote yourself and your skills? Effective employees know their strengths and advocate effectively for themselves. Demonstrating this skill requires you to effectively self-promote and constantly search for new ways to develop yourself.

Own Your Data

- Kenneth Cukier: Big data is better data
- Basic brand building
- How to measure data for change management

Own Your Brand

- Recognize where your personal brand is now
- Guide to build a brand on social media
- Basic brand building
- Brand management 101: Building your brand
- Improving your personal brand
- How to build a strong brand

Be Multi-Cultural

- The five most common diversity gaps
- Create global-ready content
- Uncover the story hiding in your diversity data
- Build an intercultural attitude
- The global business environment: Maximizing cultural awareness

Garner Credit for Everything

- Establish feedback loops when delegating
- Feedback is a gift
- Giving and receiving feedback
- Use feedback to grow
- Seeking feedback proactively

Click here to access unlocked courses that will help you sharpen your super skills!



Super Skill 2

MAKE SENSE OF COMPLEX SYSTEMS

Connecting the dots is imperative in the future. Everything is connected—and the connections are growing minute by minute. They create feedback loops, and the loops are getting faster and faster. Making sense is all about finding your path through these complex systems.

Are you prepared for an increasingly digital world? Effective employees of the future will have to be technologically adept to pioneer new efforts in their organizations.

Four keys to make sense of complex systems:

1. Take feedback
2. Tell stories
3. Think “future”
4. Connect the dots

Recommended courses:

Take Feedback

- Receive feedback effectively
- Seeking feedback proactively
- Use feedback to grow

Tell Stories

- Feedback is a gift
- Giving and receiving feedback
- Establish feedback loops when delegating

Think Future

- Create the right environment for innovation
- The innovation curve
- Idea generation
- Coming up with killer business ideas
- QuickWin: Picture the future
- Build an innovation machine

Connect the Dots

- Get to the root of a problem
- Creating a mind map
- Get people on board with a project change
- Leverage diverse talent
- Create a vision for change
- Theory of change: Align your strategies to achieve your results

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Super Skill 3

BUILD YOUR TRIBE

You have to build your tribe—or tribes—as you make your way through life. And you do it by making things together. You'll need to master the many different kinds of trade: Money, time, insight, skill, knowledge, strength. This is how you'll build communities from the ground up.

Do you have a strong, reliant network? As more employees work remotely and are globally dispersed, they will need to actively work to build relationships. Additionally, employees must know how to use their relationships to collaborate effectively.

Four keys to building your tribe:

1. Implement design thinking
2. Examine biases and embrace diversity
3. Reinforce relations
4. Spark community

Recommended courses:

Design Thinking

- David Kelley: Human-centered
- Tim Brown: Designers—Think big!
- The ins and outs of a design thinking workshop
- When to use design thinking
- Implement design thinking
- Realize design thinking for problem solving

Multi Multi

- The revolutionary power of diverse thought: Elif Shafak
- Multi-generational leadership (GenX and Next)
- What are your biases?
- The power of cognitive diversity
- Practice: Find your biases

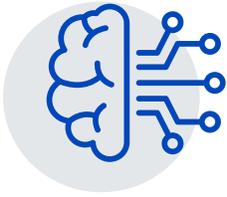
Reinforce Relations

- Hasnain Zaidi: Focusing on long-term impact in business relationships
- What is cultural intelligence?
- Building great relationships
- Build work relationships remotely
- Building relationships: Quickly build a solid foundation of trust and rapport

Spark Community

- Get to know your team
- Coach K: Creating a shared victory for your team
- Put the team ahead of yourself
- Strengthen team identity
- Cultivate a community of practice
- Get your team to trust each other

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Super Skill 4

BEFRIEND THE MACHINES

Master human-machine collaboration. Machines are getting smarter. Sometimes they'll work for you, sometimes you'll work for them—or even in them. More and more, you'll work side by side to get things done.

Do you understand how to make data-informed decisions? Do you know how to effectively incorporate artificial intelligence into your day to day work? Organizations can make much better decisions if they understand what their data is telling them and how to leverage it. Employees must be skilled not only in how to collect the data, but also how to effectively interpret it.

Four keys to befriending the machines:

1. Amplify your data IQ
2. Strengthen digital fluency
3. Master simulations
4. Understand AI

Recommended courses:

Amplify Your Data IQ

- Data science A-Z™: Real-life data science with exercises included
- Collect data responsibly
- How to present data visually
- Getting started with Java deep learning
- Taming big data with Apache Spark—Hands on
- Data science with Spark

Digital Fluent

- Plan an online presentation
- Clean up your inbox
- Tim Leberecht: 4 ways to build a human company in the age of machines
- Introduction to digital etiquette
- Practice good LinkedIn etiquette

Master Simulations

- Building data visualizations and D3 and Angular 2
- Data science A-Z™: Real-life data science with exercises included
- Tableau 9 for data science: Real-life data science exercises

Understand AI

- Nick Bostrom: What happens when our computers get smarter than we are?
- Blaise Aqüera y Arcas: How computers are learning to be creative
- Kevin Kelly: How AI can bring on a second Industrial Revolution

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Super Skill 5

KEEP IT GOING

Build personal resilience. Our future needs more than technology solutions and artificial intelligence. It needs social intelligence, emotional intelligence, empathy and clear strategies because we're-all-in-this-together.

This is where you commit and recommit to your learning journey.

How are you able to adapt to the changes that the future holds? Unfortunately, the future is never certain, and change is inevitable. Employees must remain flexible in the face of adversity and be aware of how they can best support their peers in the process.

Four ways to keep it going:

1. Learn to learn
2. Understand risk
3. Foster clarity in communication
4. Grow a culture of care

Recommended courses:

Learning to Learn

- Ramsey Musallam: 3 rules to spark learning
- Learning to learn
- Become a SuperLearner V2: Learn speed reading & advanced memorization
- Enable everyday learning
- Learn from peer feedback
- Are you learning every day?

Factor Risk

- Demonstrating shared risk & reward to show change in direction is worth supporting
- Know how to take calculated risks
- Create a risk response plan
- Manage risks strategically
- Project risk management

Foster Clarity

- Avoid decision fatigue
- Clear communication is inclusive communication
- Creating clarity
- Solicit feedback to inform message clarity
- Keep emails clear and focused
- Master strategic thinking and problem-solving skills

Grow Caring

- Take "the Other" to lunch: Elizabeth Lesser
- Respond with empathy
- Hasnain Zaidi: Maintaining a culture of care as your organization grows
- Display empathy when communicating
- Being a fair and caring manager

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