

**#workforce2.0**

**Elevating people, embracing AI**

# **Navigating AI disruptions**

**Manage your talent pipeline with science**

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**Attracting top talent was the biggest hiring challenge.**

**Skills-first approach was the buzzword.**



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**Increased propensity for a hybrid work model.**

**Employees continued to focus more on work-life balance.**



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**Surge in the demand for AI centered job profiles.**

**The world was crystal ball-gazing the future of AI.**

**2023  
The year that  
was!**

# Mercer | Mettl Global Talent Acquisition Insights 2024 confirmed these trends

**73%**

of organizations utilize AI in hiring

**61%**

of companies hired one or more remote workers

**43%**

of recruiters wanted to focus on candidate experience the most for optimal hiring

**40%**

of leaders said that attracting top talent was the top hiring challenge

**32%**

of organizations implemented layoffs in 2023 to improve financial performance

Global Talent Acquisition Insights 2024

# AI will alter the workforce dynamics in 2024



**35%**

of employees expect AI will improve employee experience

**98%**

of companies will transform by elevating workforce productivity using AI

**73%**

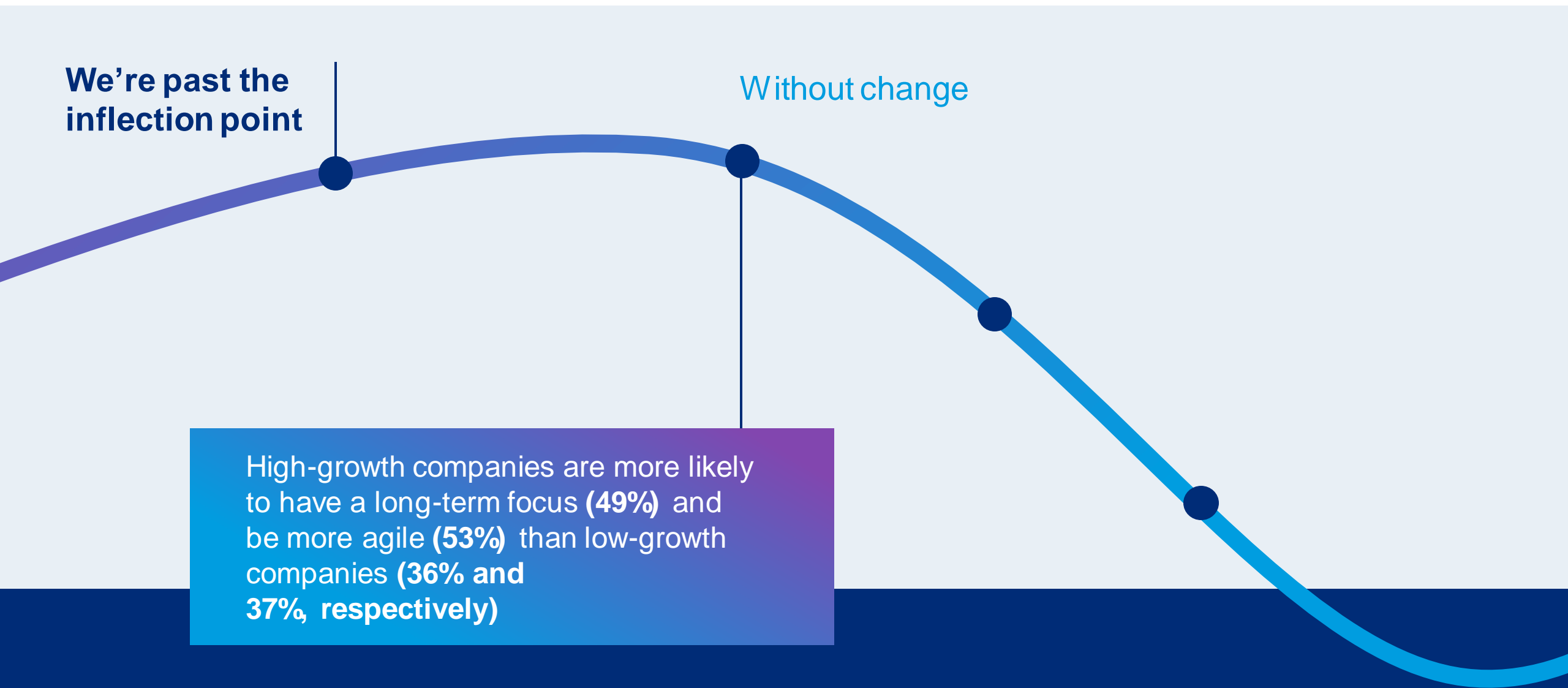
of executives believe their workforce models are not agile enough

# We're on the cusp of a human/machine teaming revolution

We're past the inflection point

Without change

High-growth companies are more likely to have a long-term focus (49%) and be more agile (53%) than low-growth companies (36% and 37%, respectively)



# Workforce 2.0: Elevating people, embracing AI

The future workforce is more agile, skilled to work with AI and forward-thinking



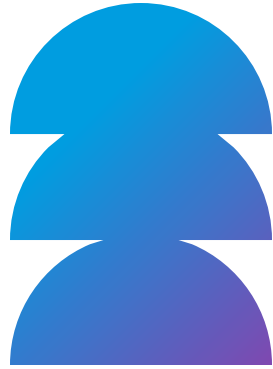
**Prioritizing  
agility**

**Unlocking  
potential**

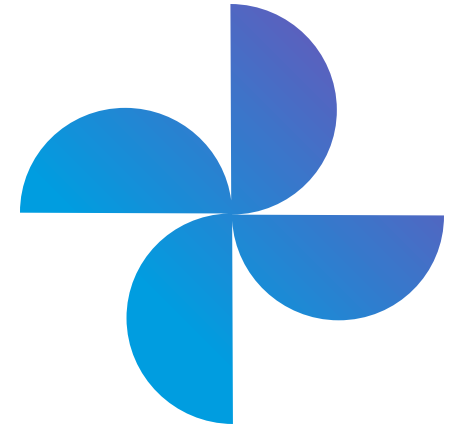
**Elevating  
for  
success**

# Elevating people, embracing AI

**Prioritize  
agility**



**Rethink your  
skill framework**



**Deploy data-  
driven insights**



**Elevate for success**



# Define a matrix to identify the right talent in a world dominated by AI

Prioritize agility

1

## Intent:

Talent intent on spotting the right opportunities and **reskilling for AI regularly**.

2

## Capability:

Possess **dynamic skillsets** and potential to deliver superior outcomes.

3

## Interest:

Onboarding people committed to aligning with a culture of continuous learning.

● Intrigued by new technologies

● Achieve digital competence

● Intent to reskill

● Eyeball every opportunity

Intent to learn = High growth = Thrive

# Learning agility is a key competency to perform in a world where skill requirements continue to change

Prioritize agility

Higher learning agility



Understand skill proximities through the lens of learning agility

# Measure what matters:

Objectively identify agile talent against the right metrics

Prioritize agility

## Learning orientation

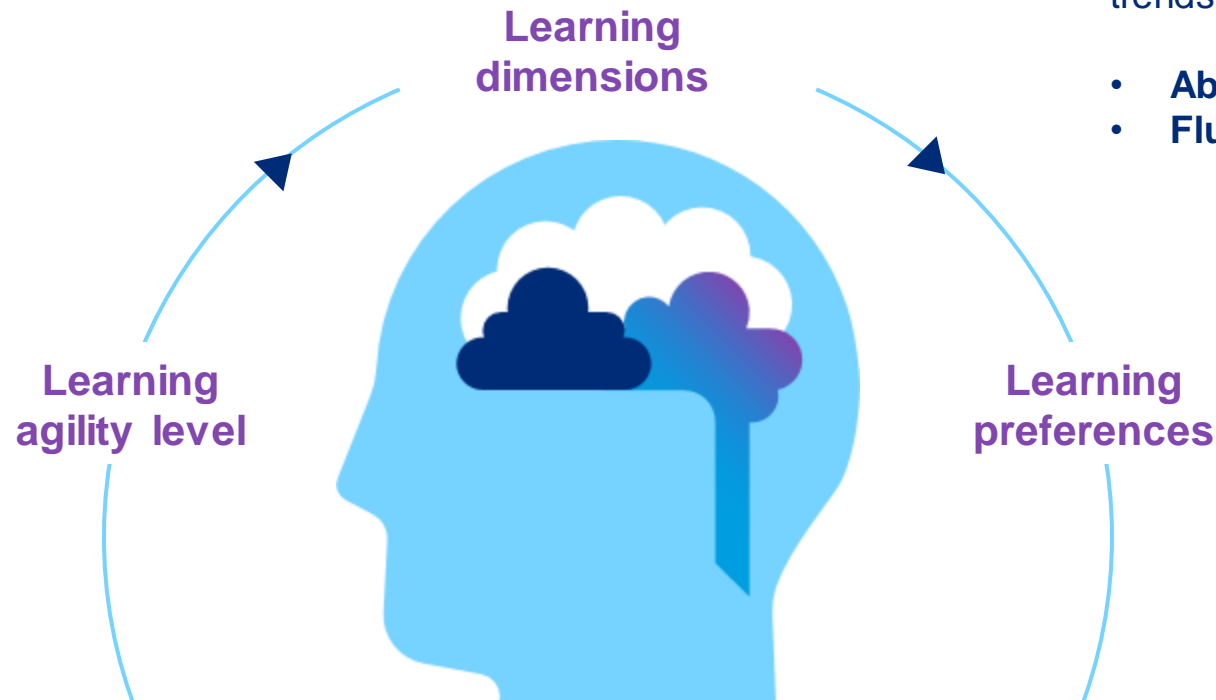
Behavioral competencies enable individuals to learn new concepts and acquire skills faster than others.

- Drive for mastery
- Inquisitiveness
- Open-mindedness
- Focus and perseverance
- Planning and organization

## Learning ability

Evaluate the fundamental cognitive skills that enable an individual to quickly grasp new information by recognizing patterns, logical rules, and trends in data.

- Abstract reasoning
- Fluid intelligence



People skills data helps you anticipate their learning curve

# Building an agile skills framework that can adapt to the changing workforce landscape influenced by AI

Rethink your skills framework

## Concerns about the future of work

31% of employees are concerned about the rise of AI and its impact on humanity



28% are concerned about job uncertainty due to new technologies such as AI

Mercer Global Talent Trends 2024 Study

## Job roles most likely to be replaced by AI and Generative AI in the next five years



Mercer | Mettl Global Talent Acquisition Insights 2024

## Employee expectations

45%

Employees expect their company will **teach them the needed skills** if their job changes due to AI or automation.

33%

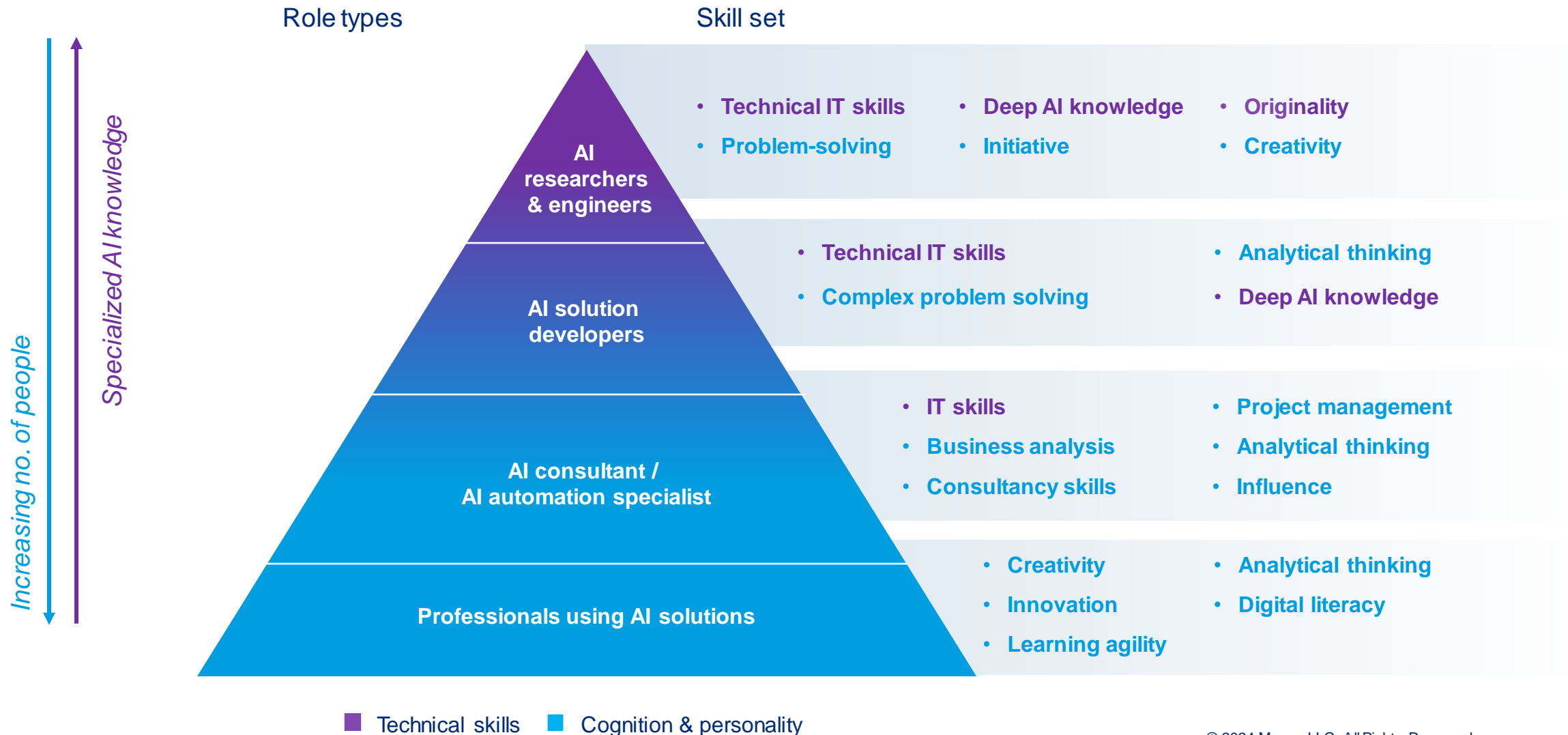
Expect AI or automation will **improve their employee experience** by making positive changes to their workload.

Mercer Global Talent Trends 2024 Study

Time to elevate people to build Workforce 2.0

# Demystifying the skills framework to team up with AI

Descending the pyramid, the no. of people increases, and the AI knowledge becomes more general



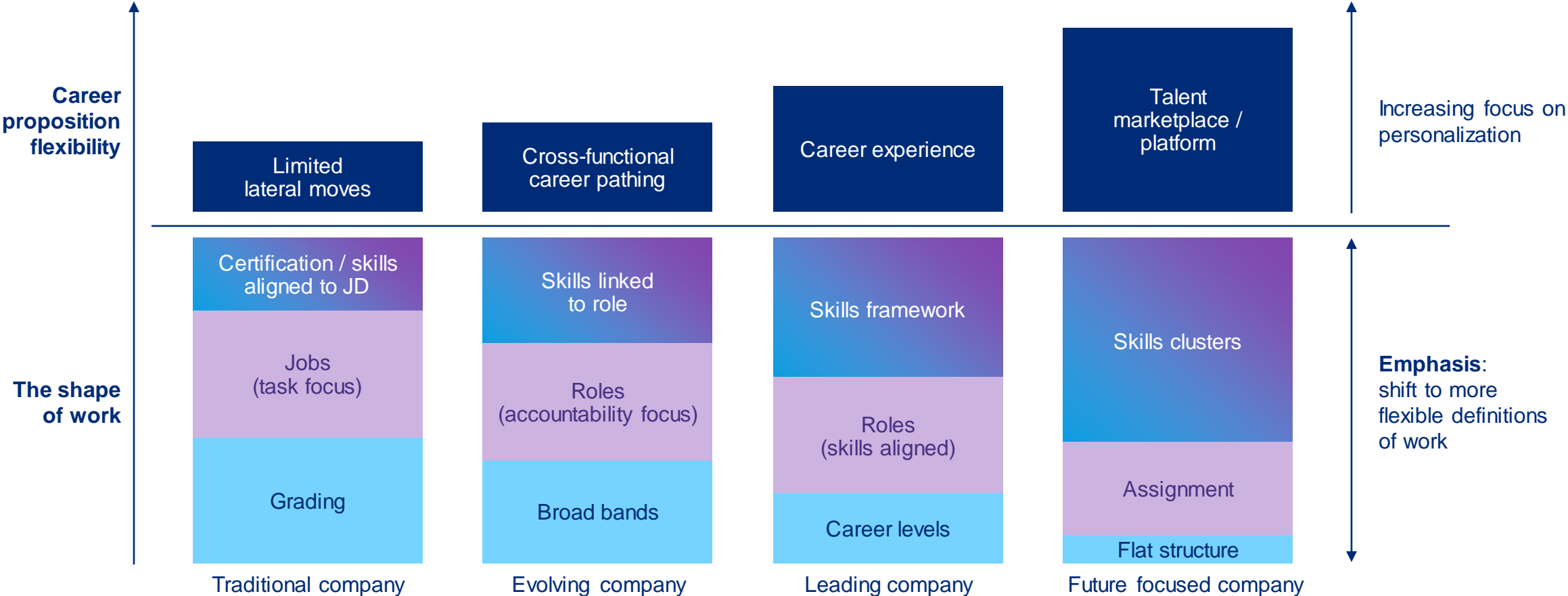
# Top competencies identified as key contributors to effectively working with AI: Mercer | Mettl Research

Competency	Description	Measured via
Adaptability	Embrace change, remain resilient, and seek growth opportunities in the face of challenges.	Personality
Innovation	Generate and implement novel solutions by taking calculated risks and striving for excellence.	Personality
Change management	Guide and motivate others to adapt to change and successfully manage change initiatives.	Personality
Diversity & inclusion	Value diverse perspectives and create opportunities for collaboration and shared decision-making.	Personality
Critical thinking	Evaluate different perspectives and make informed decisions based on logical reasoning and evidence.	Cognitive ability
Digital literacy	Utilize digital technologies, tools, and resources for productivity and innovation.	Domain skills

# Implementing the skills framework:

The starting point in the journey towards a more skill-focused company

Rethink your skills framework



# A holistic skills framework integrates all desired behavioral, functional and technical skills needed to perform

Deploy data-driven insights

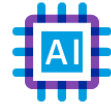
“What” will we realize



Organizational goals



Building a skills matrix



Identifying current and desired skill sets

“How” will we realize it



Identify behavioral skills



Identify technical or functional skills



Cascade skills to positions

Mapped to job descriptions

JOB PURPOSE	
The Business Process Analyst is responsible for supporting in developing and executing business process improvement programs by identifying gaps and to help processes as well as supporting in the automation of business processes in order to meet due to strategic and recommend improvement opportunities within set business excellence strategy and system.	
ROLES AND RESPONSIBILITIES	
Key Accountability Areas	Key Activities
Policies, Procedures and Processes	<ul style="list-style-type: none"> <li>Follow all relevant Business Process Management Section policies, processes, standards operating procedures and instructions and ensure work is carried out in a controlled and consistent manner</li> <li>Promote the implementation and adherence to policies, processes and operating procedures to others within Business Process Management Section</li> </ul>
Business Process Management	<ul style="list-style-type: none"> <li>Search and identify relevant international guidelines and methodologies in order to select most suitable ones to rely on for the development of business process management framework</li> <li>Assist in the development of value chain covering operations and support activities and look-up best practices value chain to identify gaps and options</li> </ul>

Role responsibilities

REQUIRED COMPETENCIES			
Core Competencies	Basic	Intermediate	Advanced
Professionalism	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Results Oriented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Focus	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change Enabler	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Competencies	Basic	Intermediate	Advanced
Business Process Re-Engineering	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaching and Internal Business Consulting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negotiation and Influence	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk Assessment & Management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality Management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

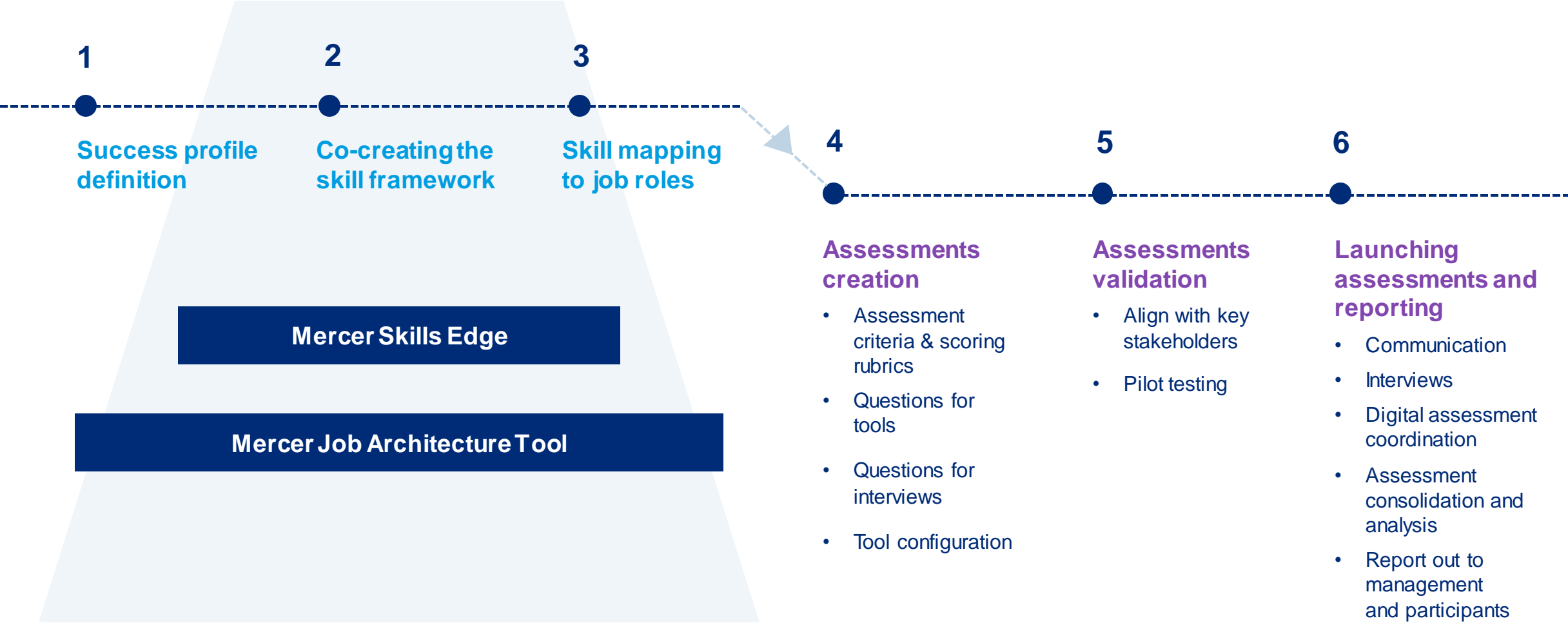
Skill requirements



# Mercer's data-driven multi-step approach to help you implement right

Deploy data-driven insights

Tailor-made to suit the roles and experience levels of participants



# Mercer's assessment solution

Deploy data-driven insights

**Scientific assessment tool**, replacing interviews and **maximizing automation**

Provides **analytics for leadership identification and development**

Obtains **complete reports** on workforce incl. **external benchmarking**

**Mobile-friendly, web-based, secure and highly scalable solution**

**Mercer | Mettl** – Cloud-based assessment tool which objectively measures skills and capabilities for talent acquisition, development, succession or a broader people strategy based on your skills framework autonomously

## Behavioral skills

### Psychometric assessments

Reliable and relevant assessments written by psychologists and data scientists



**Personality assessments:**  
Help predict cultural and personality fit in the workplace



**Behavioural assessments:**  
Assess candidates' response to simulated work environment



**Cognitive and aptitude assessments:**  
Measure reasoning and logical thinking skills

## Technical/ Functional skills

### Technical and domain assessments

Comprehensive functional, coding and English language skills

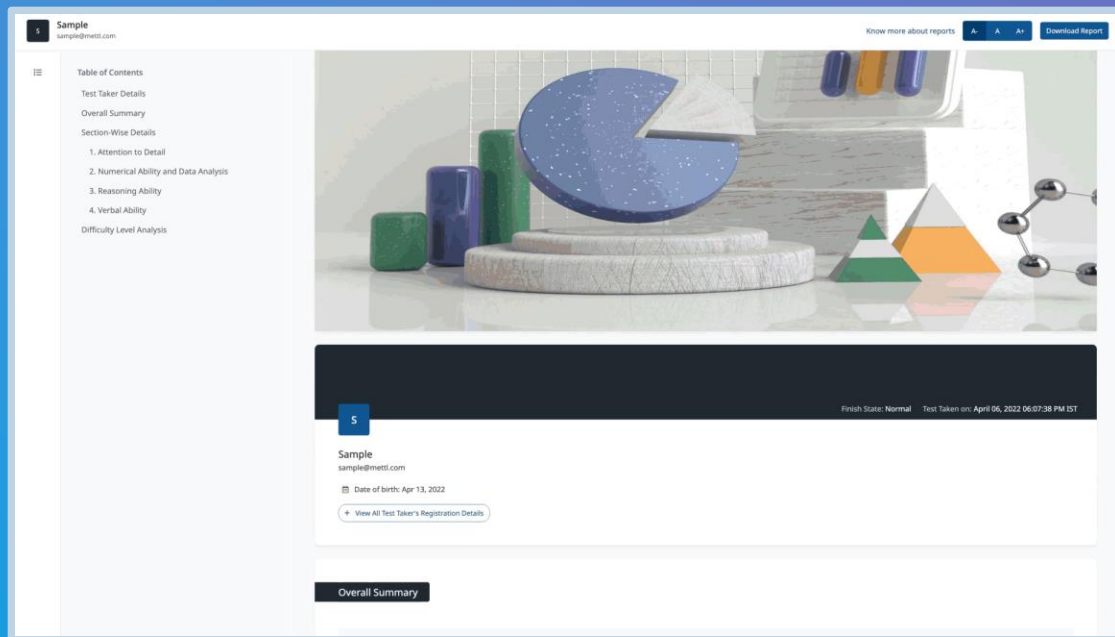


**Coding assessments:**  
Measure IT skills through multiple choice questions and simulators



**Job role-based assessments:**  
Measure domain skills through multiple-choice questions, simulators and case studies

# Mercer | Mettl's data-driven talent consultation improves overall business outcomes



## Targeted assessments that create impact

**30%**  
reduction in employee  
attrition numbers

**2X**  
improvement in the  
quality of hires

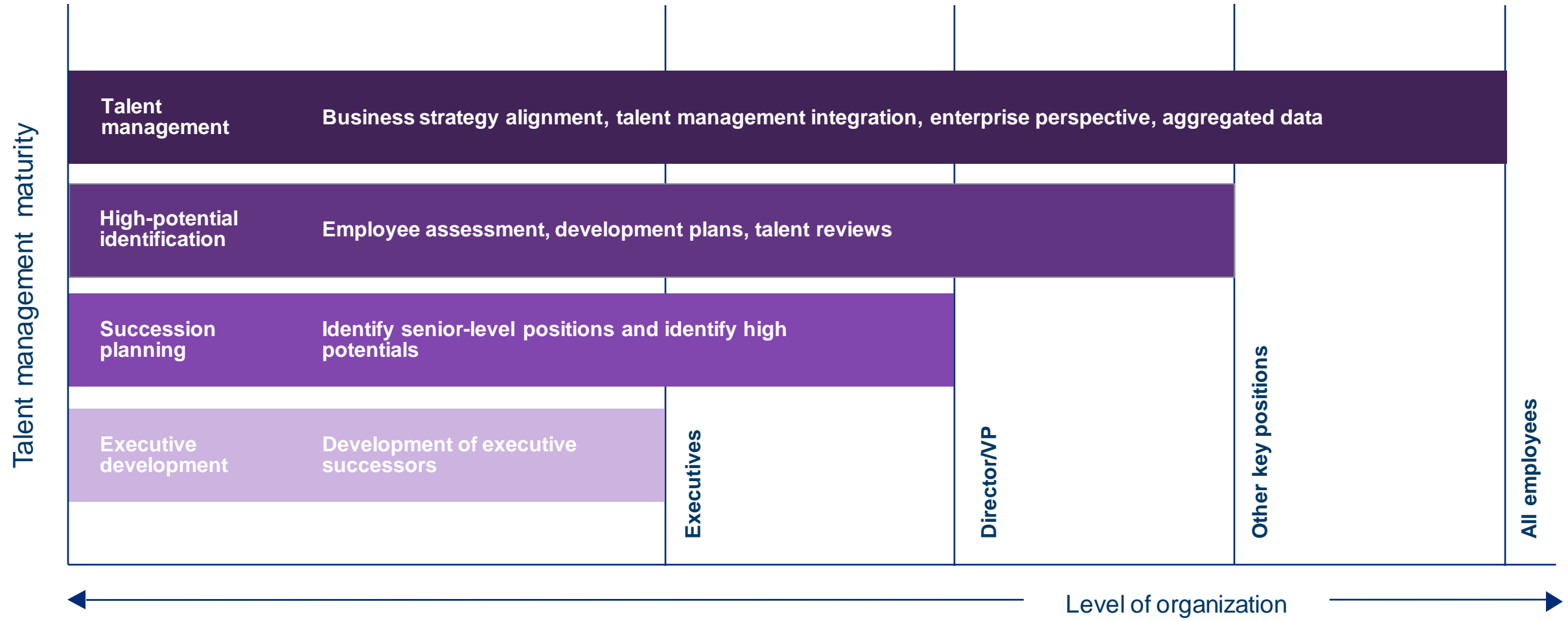
**1.5X**  
boost in employee  
engagement rates

**40%**  
improvement in  
employee job  
performance

Identify the right, agile talent for your team

# People insights can help you maximize success for your people across all levels

Elevate for success



# Detailed insights deliver personalization-at-scale

Elevate for success



Comprehensive individual and group reports that provide detailed evaluation of competencies and sub-competencies.



Individual development plans that dive deep into a skill acquisition roadmap.



An overall view of key and emerging strengths.



Assessment reports are customized based on the level of experience.

# Individual and group reports, IDPs and detailed customized reports give a comprehensive view

Elevate for success

## Suggestions for development

**Individual Development Plan**

An Individual Development Plan (IDP) is a structured and personalized roadmap designed to help individuals enhance their skills, knowledge, and competencies to achieve personal and professional goals. It outlines specific areas of improvement and sets actionable steps for growth and development.

The IDP typically involves identifying strengths and weaknesses, setting realistic objectives, and determining appropriate learning opportunities, training, or experiences to support the individual's growth journey. By creating an IDP, individuals can take ownership of their development, align their aspirations with organizational needs, and foster continuous improvement and success in their career or personal endeavors.

Band Name: Leadership

In a world of endless possibilities, it is the courage to explore colors that transforms ordinary into extraordinary.

### Customized reports Behavioural & cognitive ability scores – junior level

Post - Assessment

Total Test Takers : 4    Designation : Buying Coordinator

Name	X name	X name	X name	X name	Name	X name	X name	X name	X name
Innovation	4.6	5.2	3.8	5.5	Customer service orientation	7.3	6.1	5.7	5.5
Result orientation	6.8	7.8	6.2	5.5	Effective communication	6.2	5.9	5.0	5.5
Process adherence	5.7	7.5	5.3	5.5	Ethical propensity	4.9	7.5	5.0	5.5
Planning & organizing	6.0	7.8	5.0	5.5	Attention to detail	5.1	6.7	5.5	5.5
Quality focus	6.7	7.4	5.9	5.5	Analytical ability	7.1	7.3	5.5	5.5
Stakeholder management	7.7	7.1	6.3	5.5	Numerical ability	4.1	2.1	4.0	5.5
Collaboration	7.9	7.7	5.0	5.5					

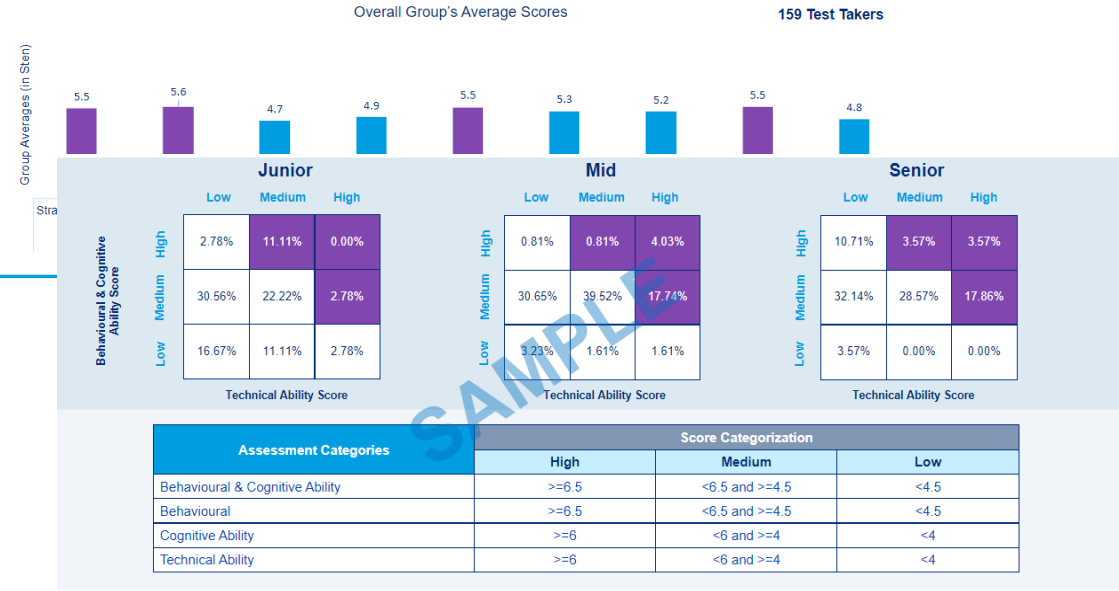
**Strengths**

- Customer Service Orientation
- Stakeholder Management

**Areas of development**

- Result Orientation
- Numerical ability
- Innovation

## Group reports Sub-competency-wise analysis

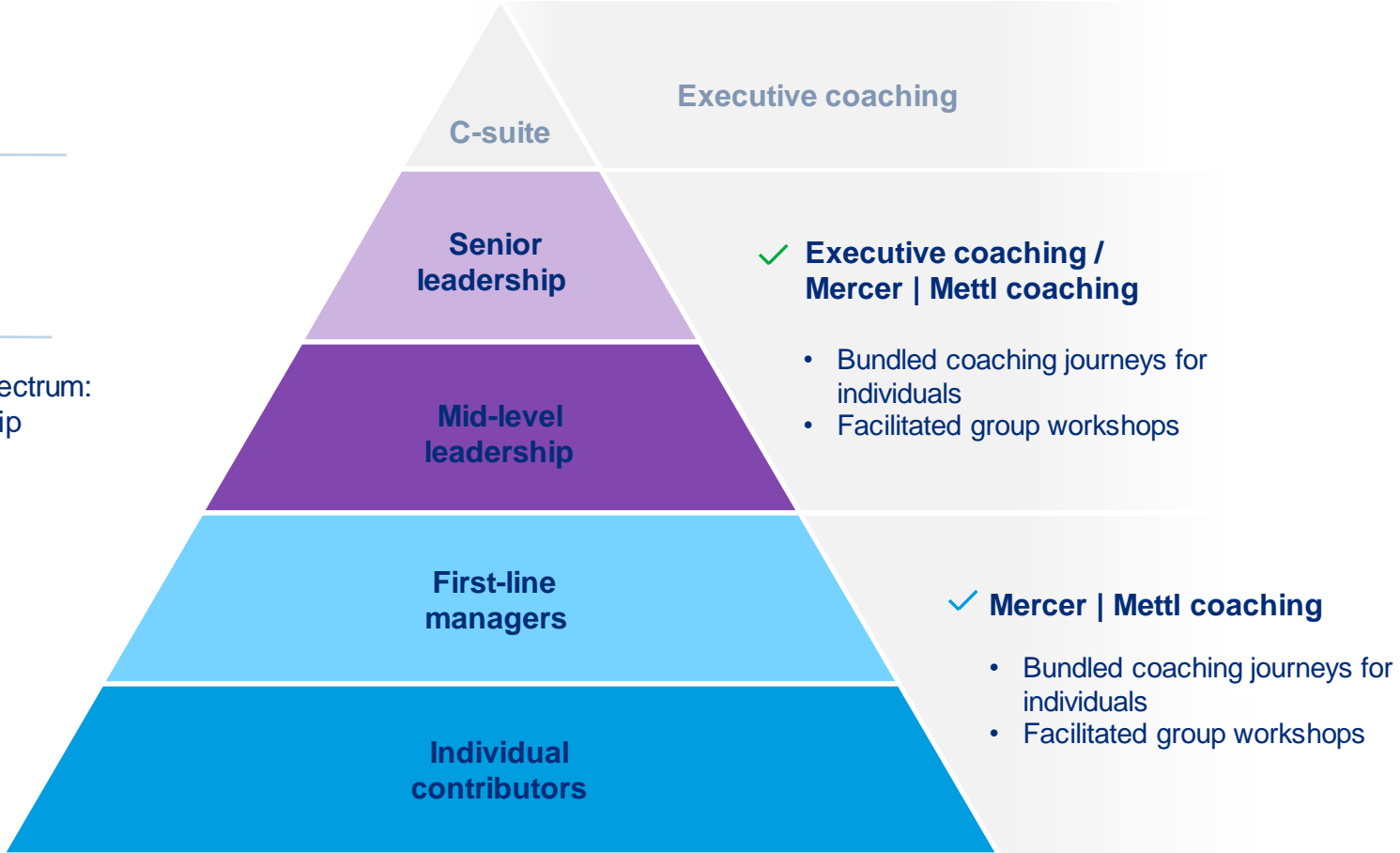


# Deploy Mercer's assessment-based-coaching to elevate right

Elevate for success

## Competency-driven development for unlocking the true potential of the workforce

Based on a wide range of globally accepted assessment tools	Industry-leading network of coaches
Builds on top of an already <b>strong foundation</b> of reliable and valid data	Multiple formats, customized delivery
Focused on <b>clear, actionable, competency-based</b> development	Suitable for a wide spectrum: ICs to senior leadership



### Assessment types



VADC



360 feedback



Psychometric assessments



Personality profiler

# A clear process to help people grow based on objective feedback

Elevate for success

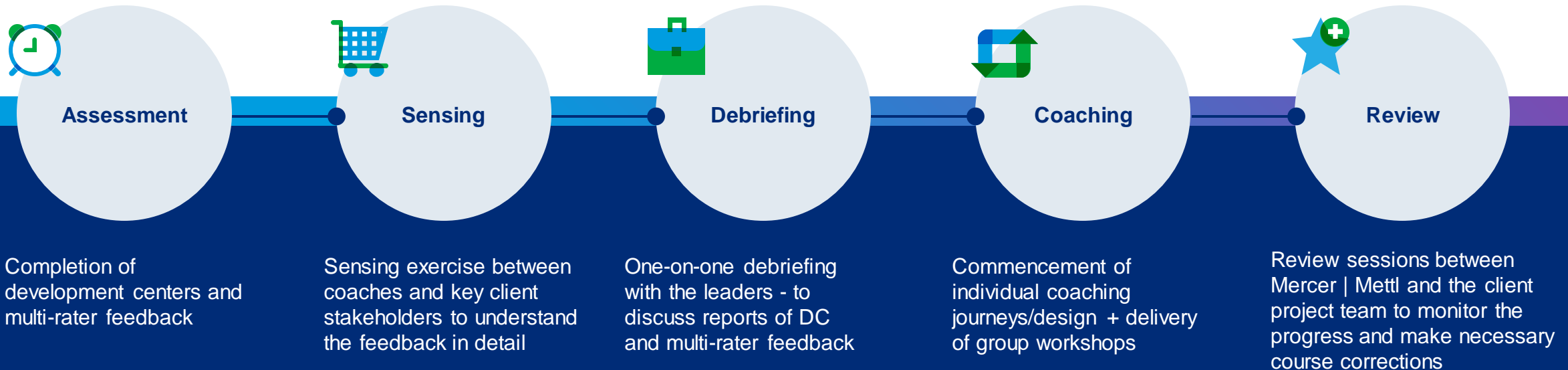
## Individual coaching journeys:

Bundled sets of coaching sessions with experienced coaches to build self-awareness, generate insights, craft and finalize individual development plans (IDPs), and take action for growth and development.

## Facilitated group workshops:

One-day group sessions with experienced facilitator coaches to build self-awareness, generate insights and draft action plans for individual development.

**Mercer | Mettl's certified coaches focus on contextualizing individual performance to organizational performance while also coaching on personal development**





**Delivering successful  
projects globally**

# Delivering a skilled, future-ready workforce for a conglomerate

Telkom is Indonesia's largest telecommunication and network provider that **holds about 50% of the market share, and has a workforce of close to 25,000.**



## Problem statement

- What should be the **three-year talent strategy** – build v/s buy?
- What percentage of the existing workforce can be **reskilled or redeployed?**



## Solution offered

- **Mercer | Mettl Hack**
- Organization-wide and function-specific **competency blueprints**
- Workforce clustering to identify candidates for skill assessment
- Setting **global benchmarks** for all the technical skills
- Analyze results and create the strategic roadmap for reskilling and redeployment of employees



## Impact

- **Reliable and accurate** prediction of job performance.
- **Deploying learning programs** as per the skill gaps identified
- **Clear skills gap identification** along with identification of trainable talent

Psychometric, functional  
assessments

Global

## Financial services company- Generali

Established in 1831, present in 50 countries, net  
income of €2.85 billion

### Solution offered

- A diverse portfolio of job-focused psychometric assessments for domain skills
- A customizable, scalable platform that helped them choose from a suite of 100K+ questions.
- An easy-to-use dashboard to enable them to schedule, track and manage assessments with ease

Use case: Reskilling

### Problem statement

- Reskilling the workforce to respond to changing scenarios in the insurance industry
- Impact analysis of learning intervention over the next three years
- Assess employee proficiency level on the perimeter of Generali's skill catalog

### Impact

- Creating a talent management strategy for 12,000+ employees across 15+ geographies
- Developing a roadmap for assessing and upskilling employees through 1000+ assessments created across 14 skills in 11 languages



## Succession planning

Italy

**A world leader in products and services for sustainable building aimed at designing, building, and living in harmony with the environment and in healthy spaces.**

### Solution offered

- Define success profile and target audience
- Define candidates' journey and solution mix through SmartADC
- Pre-work activities (CAR, psy, cognitive, business case scenarios)
- Development center - behavioral interview, group discussions, inbox exercises – assessor led
- Custom reports, individual and group feedback

## Use case: Identify critical roles and succession readiness of leadership levels

### Problem statement

The client is looking for a solution to solve succession planning for their key leadership roles for CEO first line, COO first line, subsidiaries GM and first line leaders

They require consulting support regarding-

- Risk map of succession
- Pipeline strengths and risk assessments by role and position

### Impact

- Organizational readiness mapping
  - Ready now, ready in 1-2 years, ready in 2-3 years, coverage level of target role
  - Successors risk map
  - Pipeline strength and risks assessment by role/position

welcome to

**brighter**