

Employer investment and returns – why invest in skills?

Perspectives on the business case for skills,
returns, and productivity gain

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Why invest in skills?

How?

Challenges and gains, cases from Finland

Sources:

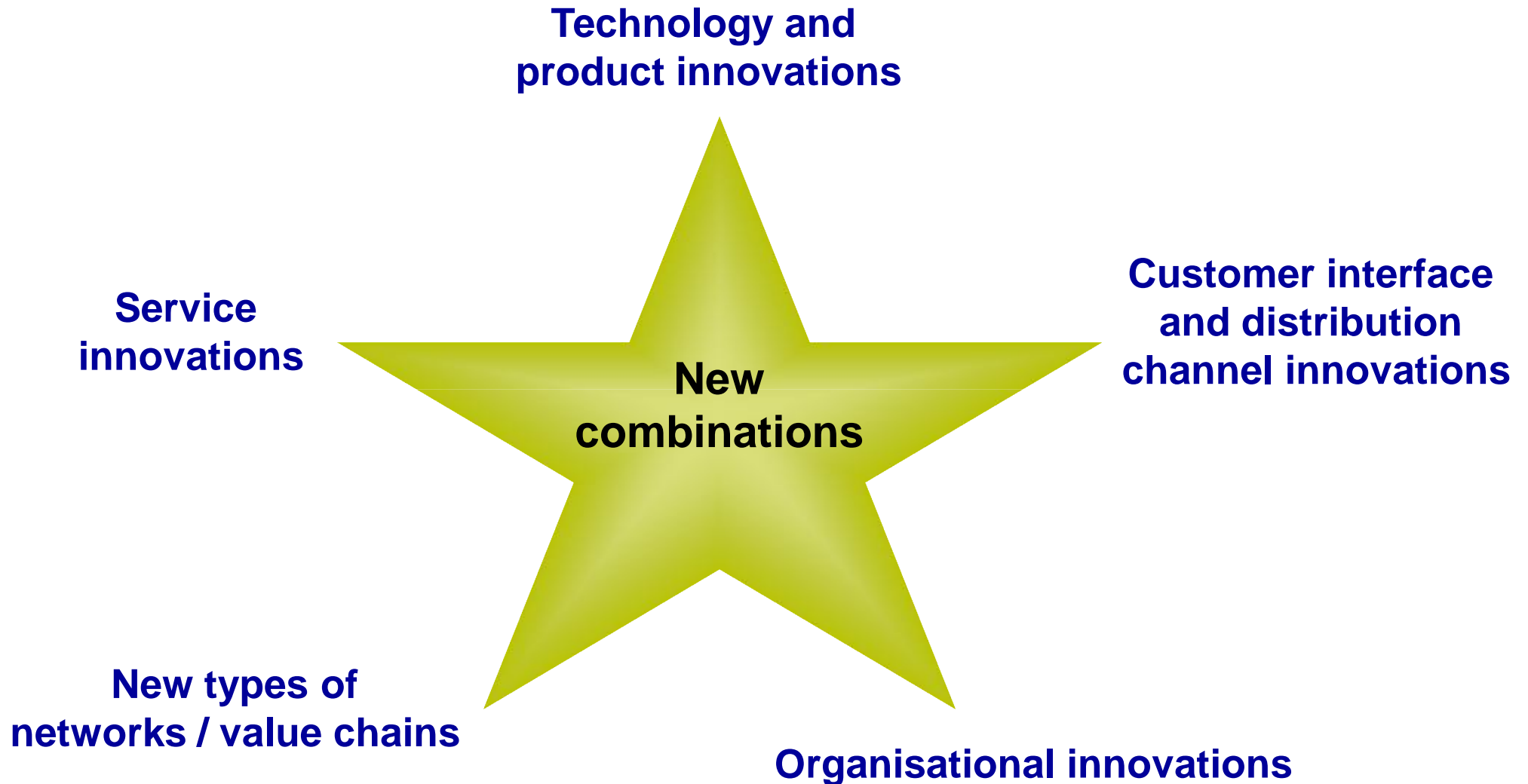
Education Intelligence, EK 2006

Labour Force and Skill Needs survey and interviews, EK 2008

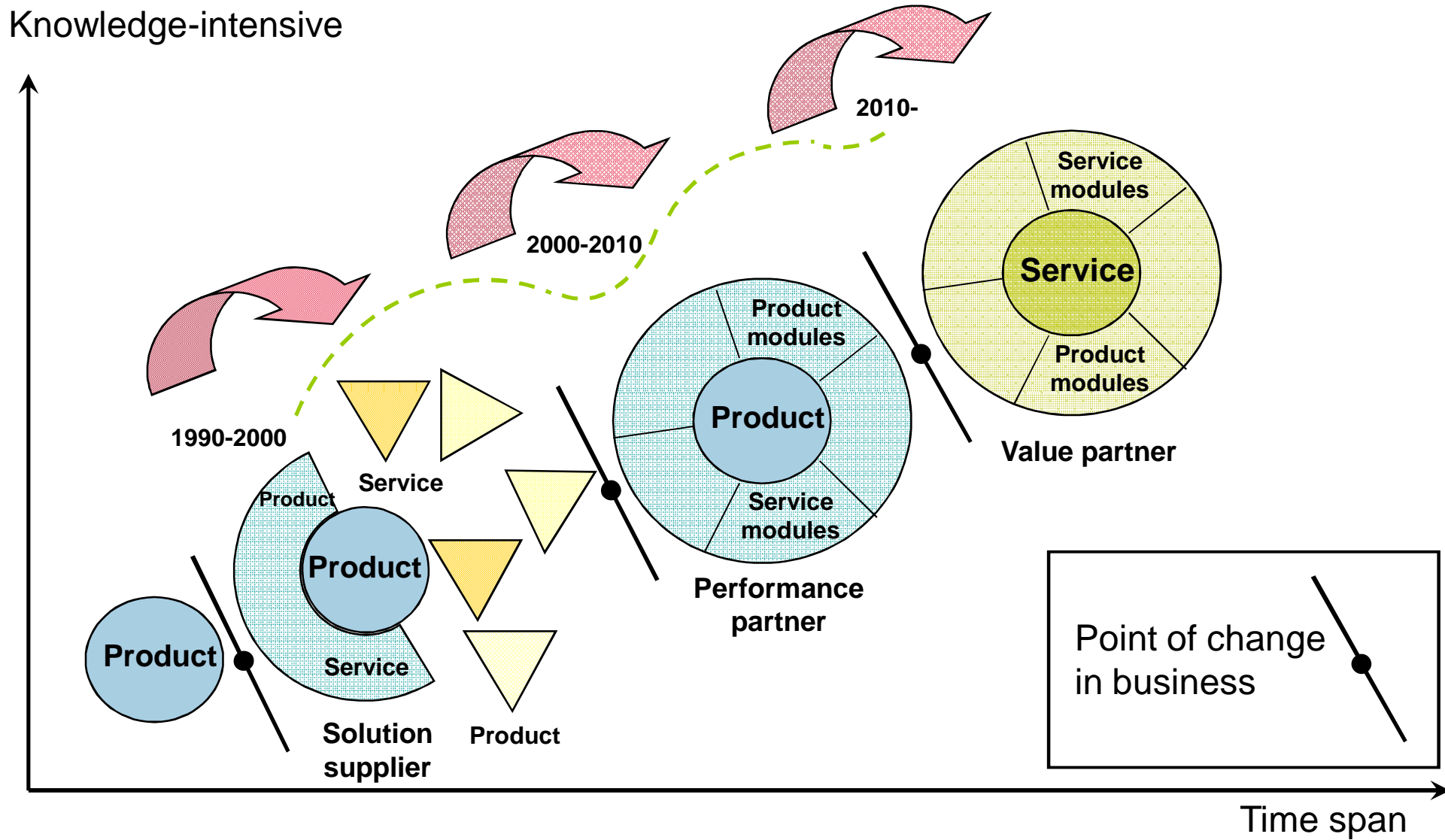
Insight – Competence needs generated by the networked economy,
EK 2009

Black Swan, Nassim Nicholas Taleb, 2007

Why? Search for sustainable innovations

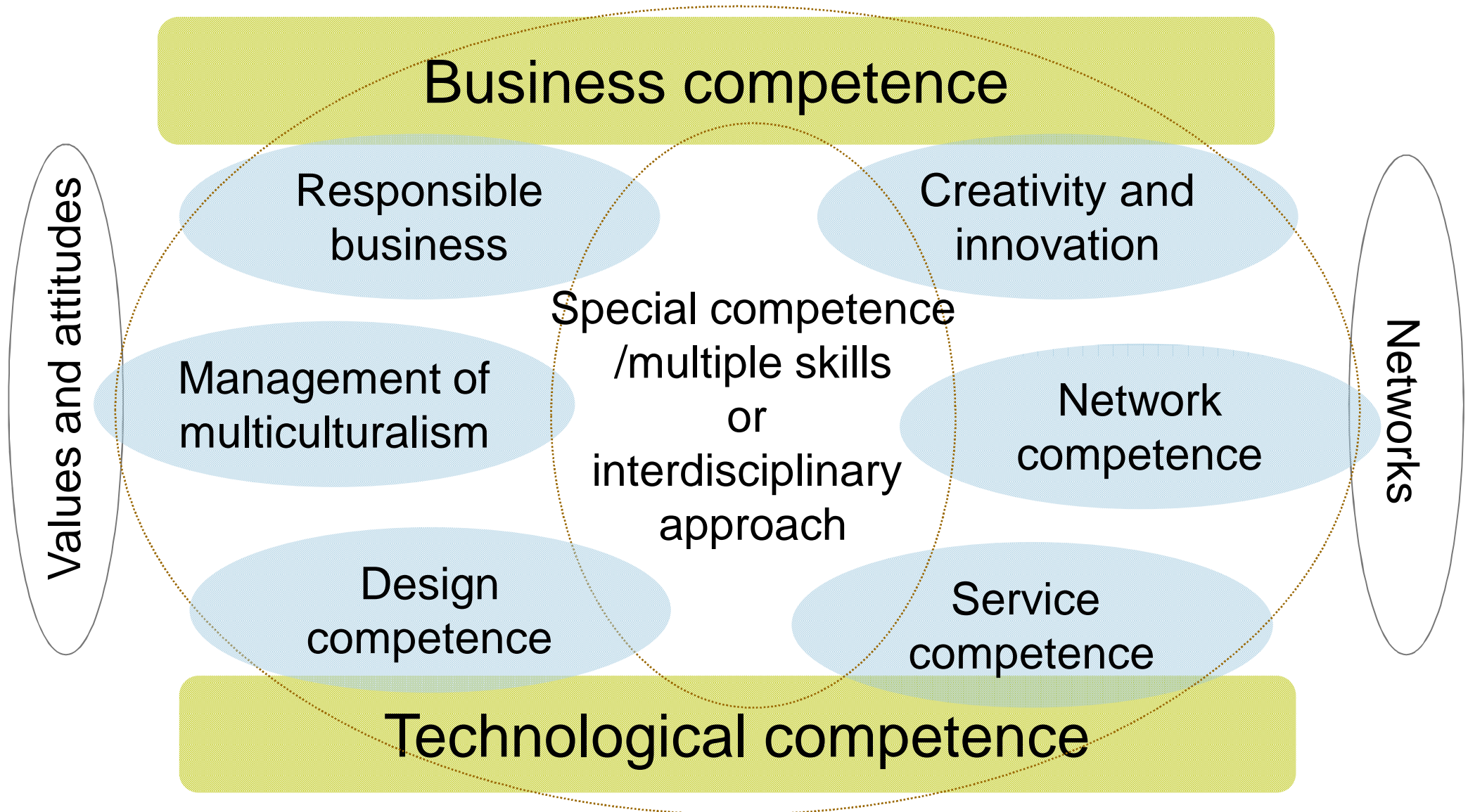


Why? Manufacturing Shifts to Value Co-Creation



Copyright: Salminen V., 2005

Why? Multiple competences contribute to the success



Why? Different Competences and Skills are needed

Implementers:

Responsible for
assembly,
installation,
servicing,
sales, etc.

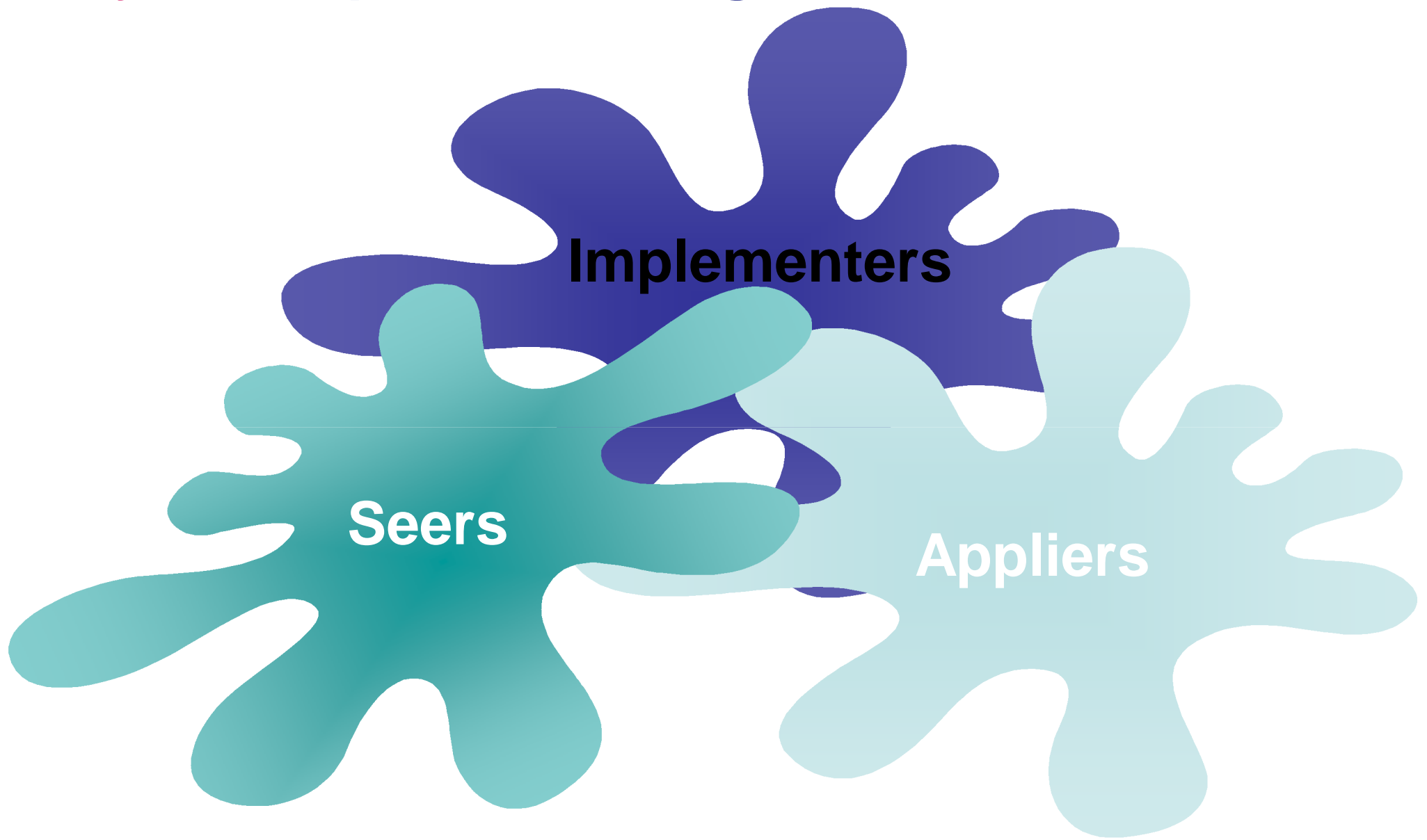
Appliers:

Responsible for
product testing and
customization, etc.

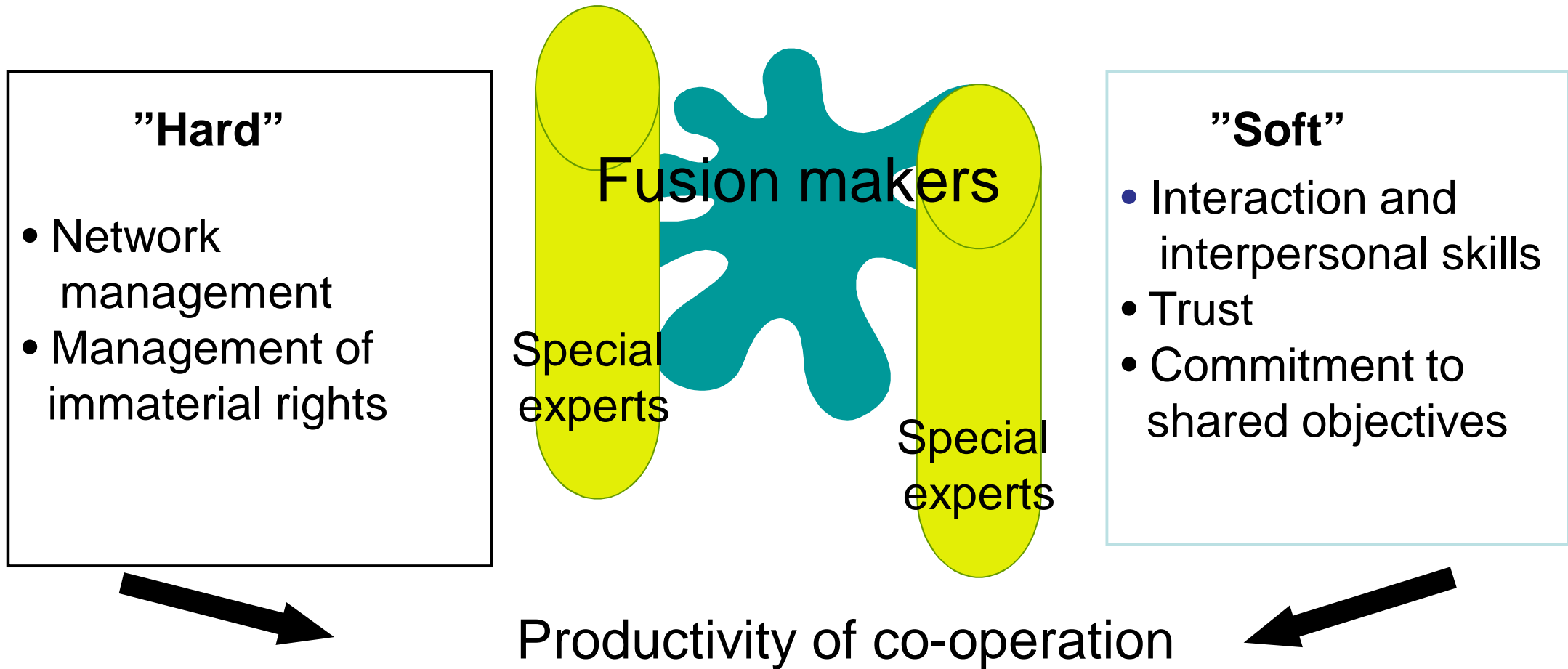
Seers:

Responsible for
creation,
development
and renewal of
technology, etc.

Why? Occupational Categories become blurred



Why? Fusion Makers and Experts Create a Balance



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Challenges and expected gains, cases from Finland

How? New jobs challenge old methods

Insight, EK 2009

- Entrepreneurship
- Responsible business
- Empowerment of people
- Importance of fast implementation
- New combinations sought by "collisions" of competence:
 - Infrastructures of Living
 - Knowledge Intensive Services
 - New Business Areas – Black Swans...

Leverage from
the EU
2007–2013



European Union
European Social Fund

How? Maximize seizing the opportunities!

- Skills development = Anticipation = co-creating the future with your fellow human beings
- Be fooled in small matters, not in the large (detailed plan for the skills demand in 2020)
- Do not try to be too precise (occupations, qualifications...)
- Maximize your exposure. Move! Create global contacts and networks.
- Maximize the serendipity in your business
- Develop skills and other prerequisites, that create new opportunities: skills, communities and spaces (physical, virtual, mental and social elements of space)
- Study societal, scientific and technological phenomena – new skills needs?
- Create environments where we can test, pilot and further develop good life, promising business areas, jobs and skills

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Cases? Challenges and expected gains

Coaching program for work supervisors in construction sites

- Well-being problems caused problems, also in productivity
- Agreement on common goals and methods: How to improve the situation, concrete, small actions, modular training sessions, change management among other issues
- Evaluation and assessment six months after the training
- Involves all work supervisors in the company

On-line training for "lifting the cat on the table"

- How to start a constructive discussion about difficult issues threatening the employees ability to work?
- Productivity, creativity, ability to enhance innovation...all these in question
- On-line courses, simulations and practice, developed by the company personnel

Cases? Challenges and expected gains

Apprenticeship for vocational qualification in textile industry

- Renewing traditional products and processes, increasing the importance of services
- Contract with the local adult training center
- Company experts as trainers, as well
- Vocational qualification certificates – win-win for the employer and the employee

Internal exchange-programme in chemical industry

- Increasing interaction and interpersonal skills, trust and commitment to shared objectives among employees, enhancing “fusion” of business, technological and design expertise
- From one to four weeks exchange-programme between offices in Vantaa (Finland), Stockholm and St Petersburg, defined objectives, follow-up reports, sharing learning with colleagues that do not participate in exchange

Employer investments and returns

Conclusions?

- Investment in skills is directly linked with the company (and network) vision and strategy
- Study-days reveal only a small part about the amount of investment
- Efficiency, quality and **impact** as key issues