

**3 BENEFITS FROM
SUPPORTING
SKILLS
WITH KNOWLEDGE
ON THE JOB**

Unlock higher performance as you support reskilling with upskilling

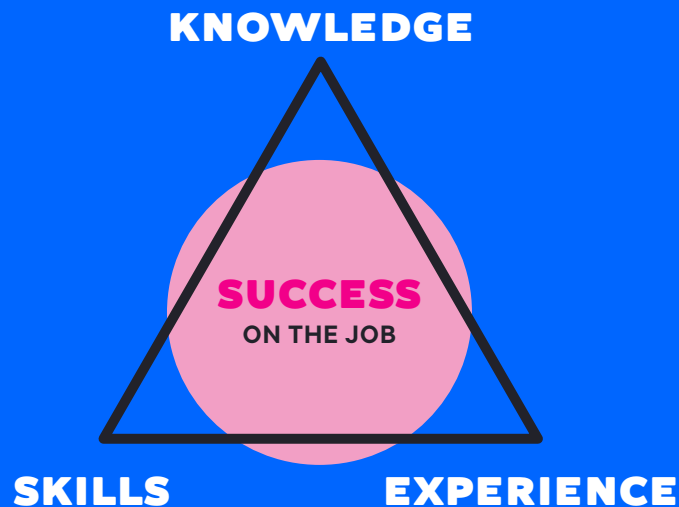


**RESKILLING IS ESSENTIAL
TO BUILD FOUNDATIONAL
KNOWLEDGE FOR THE FUTURE.**

**BUT WHAT ABOUT DRIVING
PERFORMANCE AND EXPERTISE
OVER TIME?**

As workplaces everywhere race to evolve and keep up with the rapid pace of change today, it seems like employers everywhere are talking about skills. Some talk about reskilling; others upskilling. Sometimes these terms are used interchangeably, and other times as opposing concepts. But these terms are neither interchangeable nor oppositional. They are mutually supportive and essential.

In this ebook, we will discuss the differences in detail. To get started, think of it like this: Reskilling is a strategy for talent development, while upskilling is a strategy for performance development.



RESKILLING

gets people to **competence**.
It's about creating foundational knowledge.

UPSKILLING

gets people to **expertise**. It's about gaining experience and improving over time.

At Fuse, we believe that you can drive performance by building employees' competence through reskilling with upskilling — making knowledge accessible in the flow of work to accelerate expertise.

When you get this mix right, your people will grow and reach their full potential. And a successful mix requires a focus on the holistic job role and a strategy to drive both reskilling and upskilling. It is not about skills alone. Employees need both understanding **and** practice.

Success on the job is a three-legged stool — Knowledge + Skills + Experience. Ultimately, you unlock three key benefits that deliver exponential value to your organisation when you synergise reskilling and upskilling.



59%

of L&D leaders place upskilling and reskilling at the top of their priorities, up 15% from the year before.



Reskilling and Upskilling: What's the Difference?

Reskilling is certainly top of mind with many employers because of talent shortages and skills mismatches that have accelerated during the disruptions of the pandemic. When it's impossible to hire your way out of the problem, reskilling is the next obvious step. Often, these are time- and coursework-intensive processes. For example:

- **Amazon** created an initiative to retrain and upskill its employees by **spending \$700 million on retraining** programs. They hope the project will help its employees stay resilient and remain relevant, modern, and cutting-edge.
- **AT&T** has a global reskilling program called Future Ready. It's a \$1 billion web-based, multiyear effort that includes online courses; collaborations with Coursera, Udacity, and leading universities; and a career center that allows employees to identify and train for the kinds of jobs the company needs today and down the road.

However, a common misconception is that reskilling and upskilling are an "either/or" proposition. It's not. You need to do both to maximise business outcomes. What's the difference?



Reskilling: A strategy for talent development in the medium/long-term

- **Focus** is building future skills and competence required of the future workforce.
- **Primarily owned** by Talent.
- **Goals** are rooted in efficiencies — growing your skilled Talent can be faster, more effective, and less costly than recruitment.
- **A key requirement** is formal learning (courseware/content libraries) that creates foundational competence in new skills.

Upskilling: A strategy for driving performance now

- **Focus** is building expertise in the current role by closing the delta between top performers and everyone else.
- **Primarily owned by** learning.
- **Goals** are access to knowledge in the moment of need on the job.
- **A key requirement** is a Corporate Brain where expert tacit knowledge (rich in context) can support people in the flow of work.

In the end, it's vital to have a strategy for upskilling and reskilling so that you can maximise performance today whilst building for a better tomorrow. When you strike the right balance, you can unlock three key benefits to the business.

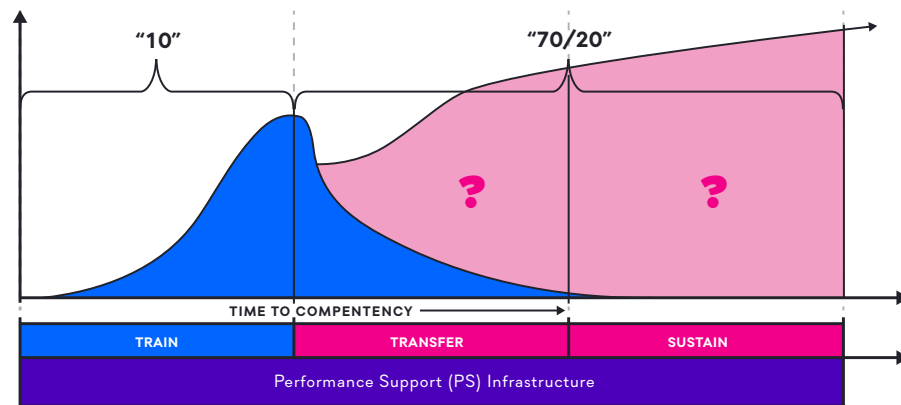


90%

In research across almost 50 global organisations from [Insight222 People Analytics Program](#)[®], nearly all companies surveyed (90%) expressed a desire to build a skills-based workforce planning process.

1. Knowledge Accelerates the ROI of Reskilling

Reskilling is the training and formal learning that creates essential foundational knowledge. However, this initial acquisition of skills isn't the destination. It's only the first part of the journey.



(Source: [TTS](#))

Sometimes, the beginning can be a bit bumpy. As [Bob Mosher](#), Chief Learning Evangelist, Apply Synergies, describes it, "Typically we hear from learners that they 'don't get it.' These are demotivating words for a trainer. But, in fact, it's not that they don't get it, or that they don't know it. The real problem is that they can't apply it — a problem that retraining and refresher courses won't fix."

It's neither feasible nor logical to have an employee take a course, online or in-person, every time they need to solve a problem at work. Most of the time, an employee just needs an answer to a specific question. For example, if an employee needs an explanation about your CRM, a short video might explain everything they need. A quick video from an internal CRM expert would be more relevant than formal coursework within that situation, learning in the flow of work and getting new workers practice that leads to expertise.

The faster you reach measurable individual performance improvements, the quicker you achieve business goals, such as higher customer satisfaction or improved sales performance. Formal coursework provides the foundation. That's where the ROI of learning occurs.

"A platform that does upskilling well, like Fuse, should do two things. It should help the majority of people to reach a high performance level, and it should be able to prove it with business results."

Steve Dineen
Founder & President
Fuse



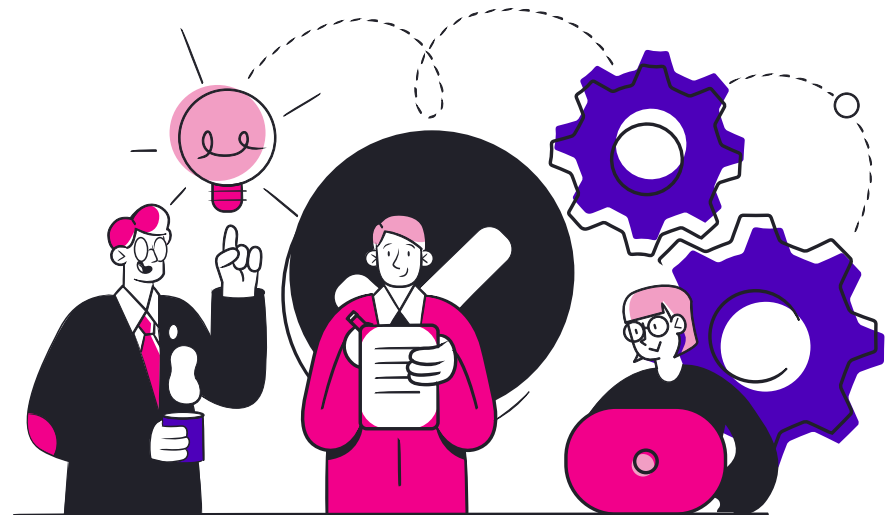
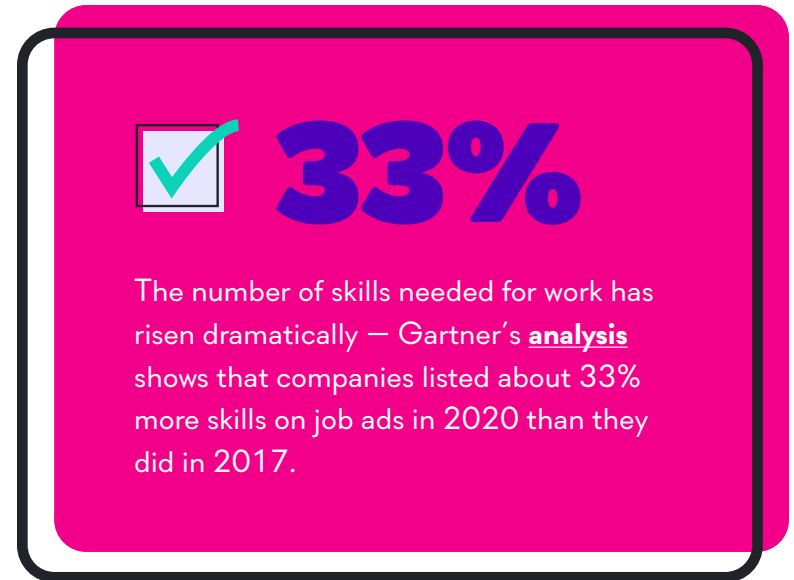
2. Knowledge Drives Continuous Improvement of Skills

As Charles Jennings, the framework creator, [explains in this video](#), learning in the flow of work is vital for continuous improvement.

The problem is how to keep these up-to-the-minute skills current after reskilling is over and they are on the job. That's the scalability problem. After these employees acquire foundational skills, they need to be able to practice and be coached. They need to be then able to socialise and stay on top of tacit knowledge within their field. In short, they need access to knowledge at the moment.

Access to knowledge drives that continuous improvement. To upskill properly, you ideally need access to the aggregate knowledge of your workforce — a corporate brain that mixes tacit and explicit knowledge and makes it easy to discover and learn. Tacit knowledge is valuable because it's a company-specific context. Think of onboarding: You may hire an employee with foundational knowledge and experience, but what's missing is the company's tacit knowledge about the way you work. How do they access that knowledge?

Even employees who have successfully completed reskilling still need a way to drive continuous improvement — especially when the **half-life of skills is only about five years in today's workplace** (and half of that for technical skills). People need to learn and add new capabilities in real time to support business needs. Continuous training through access to knowledge on demand within day-to-day work is the only way to keep up with your skill needs.



3. Knowledge Access Reinforces a Culture of Learning

Business today moves fast. Products and services are developed at a much faster rate and are constantly changing and updating. Supporting people on the job is more important than ever.

In the view of Laszlo Bock, the former senior vice president of people at Google, what's needed is [a culture that emphasises learning](#). A learning culture is important to long-term business growth and essential for businesses to continually grow and transform. That means:



Engaging in deliberate practice

Break down job performance into small, digestible, up-to-the-minute pieces that employees can practice repeatedly (with clear feedback).



Investing in courses only when it's necessary to reskill people

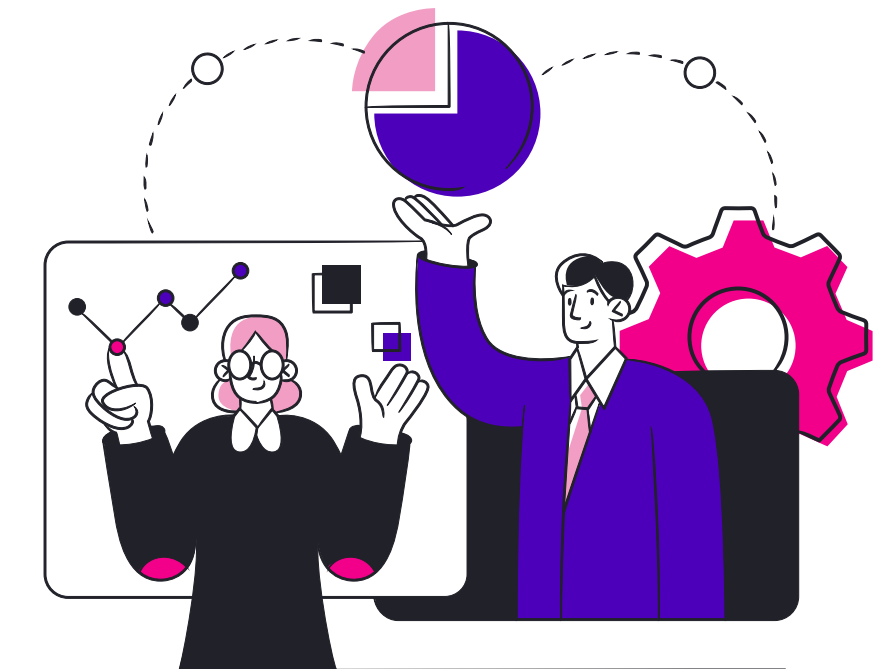
Work moves fast. Courses take time to create and present. Often by the time you finish a course, the information is no longer relevant.



Having your best people teach

Look to your internal subject matter experts to train within the context of your organisation.

The power of everyone is so much greater than any single subject matter expert or rock-star individual contributor. Creating easy ways to distill expertise into content, then connecting employees to the information they repeatedly practice will drive the success of your upskilling initiatives. How do you realise all of these benefits? We'll bring it together in conclusion.

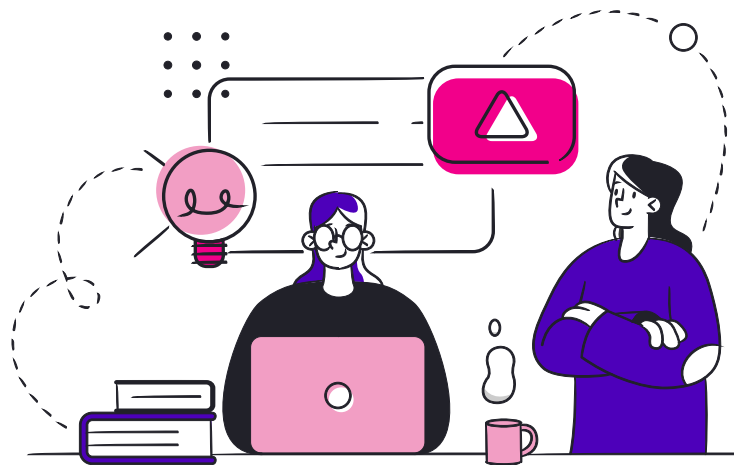


CONCLUSION: KNOWLEDGE POWERS PERFORMANCE

We've shown you how reskilling and upskilling work together to improve performance. Employees get better when they engage in deliberate practice and access your best people's tacit knowledge.

By creating a corporate brain that lets people learn in the flow of work, you move away from "absorb and retain" towards having access to bite-size, up-to-date knowledge to drive better performance.

Defining a learning path by skills loses the context of the job role. We believe that breaking job roles down into the knowledge, skills, and experience required creates a more relevant and engaging learning path for a learner. In turn, this drives performance faster. Then, using a product such as Fuse, you get the "corporate brain" that unlocks your organisation's tacit knowledge in bite-size, easily updatable ways. You can support skills in the flow of work and allow for practice and coaching. With our KI engine, we use AI to match knowledge within the content to users when they need it. Fuse **Flow enables you to access information without breaking the flow of work.**



fuse

“It is this combination of culture and technology, underpinned by performance-first learning design, that is key to delivering the best outcomes for people and business.”

Steve Dineen

You need a goal of upskilling for better business performance today **and** reskilling to improve business performance in the future. Access to knowledge can get you there. If you're ready to focus on upskilling your people, driving performance today, and augmenting your reskilling efforts for the future, let's talk. Fuse is prepared to help you identify upskilling opportunities to drive business outcomes, then deliver scalable solutions to make the knowledge of your best people scalable, accessible, and effective.

BOOK A DEMO TODAY!

