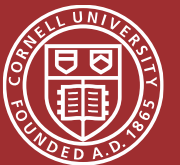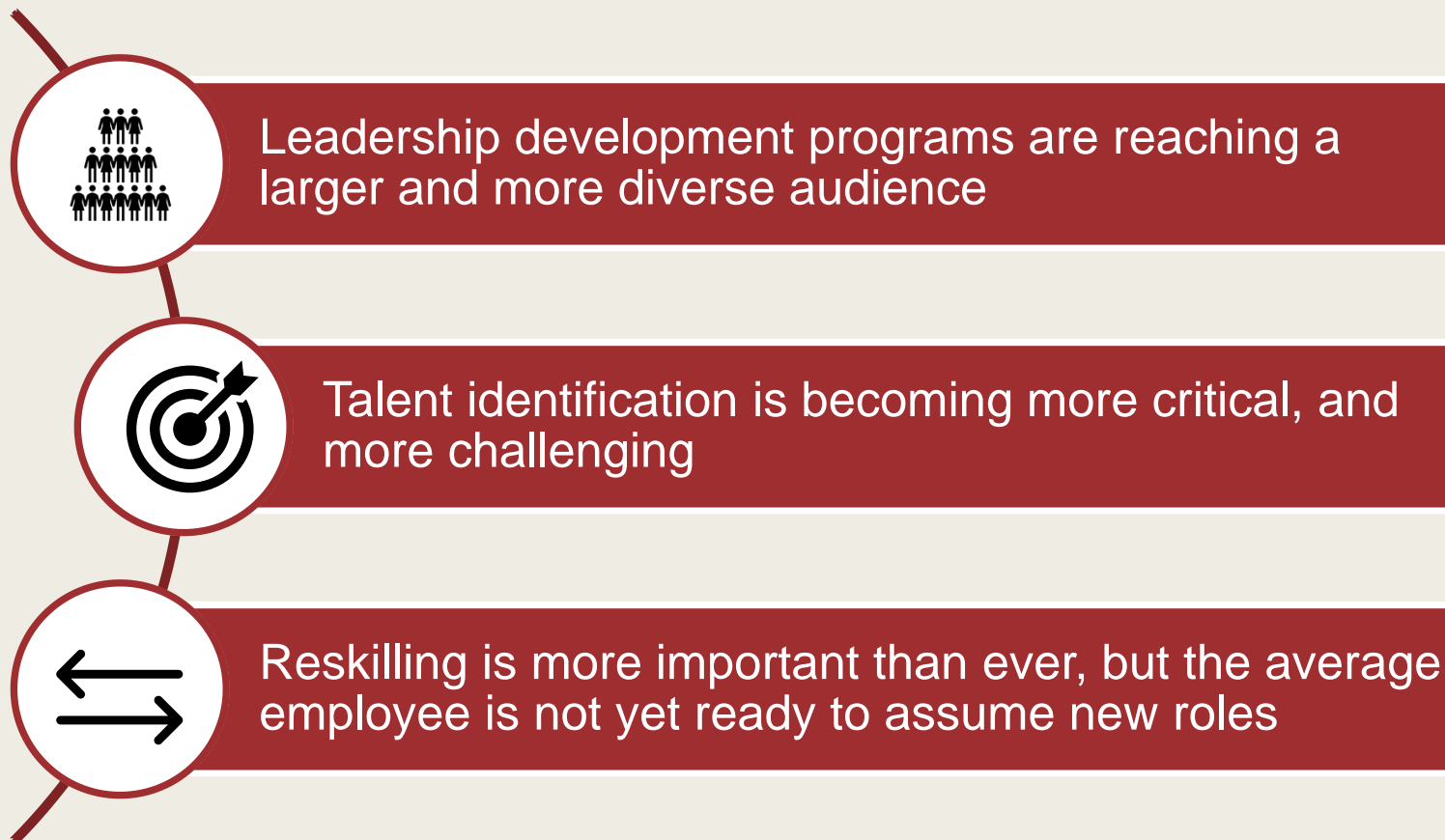# CAPABILITY BUILDING: TRENDS, CHALLENGES, AND OPPORTUNITIES

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TREND #1:

LEADERSHIP DEVELOPMENT PROGRAMS ARE REACHING A LARGER AND MORE DIVERSE AUDIENCE

GROWTH OF VIRTUAL LEARNING HAS EXPANDED ACCESS TO LEADERSHIP DEVELOPMENT PROGRAMS

DESIRE TO DIVERSIFY AND DEEPEN THE LEADERSHIP BENCH

NEED TO ATTRACT AND RETAIN CRITICAL AND DIVERSE TALENT POOLS

TREND #1:

LEADERSHIP DEVELOPMENT PROGRAMS ARE REACHING A LARGER AND MORE DIVERSE AUDIENCE

Opportunities

- Continue to grow leadership development programs targeted at underrepresented groups

Challenges

- Rethinking the content and delivery of leadership development programs

- Rise in internal mobility means planning for more roles in shorter time period

TREND #2:

TALENT IDENTIFICATION IS BECOMING MORE CRITICAL, AND MORE CHALLENGING

INCREASED DISTANCE BETWEEN LEADERS AND FOLLOWERS CAN IMPEDE TALENT ASSESSMENTS

PROXIMITY MAY LEAD TO CONSCIOUS OR UNCONSCIOUS BIASES

EMPLOYEES MAY "OPT OUT" TO PRESERVE FLEXIBILITY

TREND #3:

RESKILLING IS MORE IMPORTANT THAN EVER, BUT THE AVERAGE EMPLOYEE IS NOT YET READY TO ASSUME NEW ROLES

01
Adopting a hybrid approach that integrates top-down and bottom-up elements

02
Align reskilling efforts with other aspects of the HR system

03
Develop an end-to-end system to identify the skills needed to drive business outcomes

QUESTIONS?

CAHRS EVENTS CALENDAR

ILR CAHRS

May 24, 2022: 12:00-1:00pm (ET)

CAHRScast – Building a Resilient Workforce: Proactive Approaches to Employee Mental Health and Well-Being

Register at cahrs.ilr.cornell.edu

THANK YOU

See our website: cahrs.ilr.cornell.edu

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