

EXECUTIVE ROADMAP

Workforce Skills 2030 Roadmap

Build the capabilities that matter to your strategy.
Turn learning into evidence of better work.

Build a connected capability portfolio

Use these skill families to frame role-specific needs. They are complementary, not a universal ranking.

Technology

AI and data literacy
Cybersecurity awareness
Confident use of digital tools

Judgment

Analytical thinking
Creative problem solving
Systems thinking

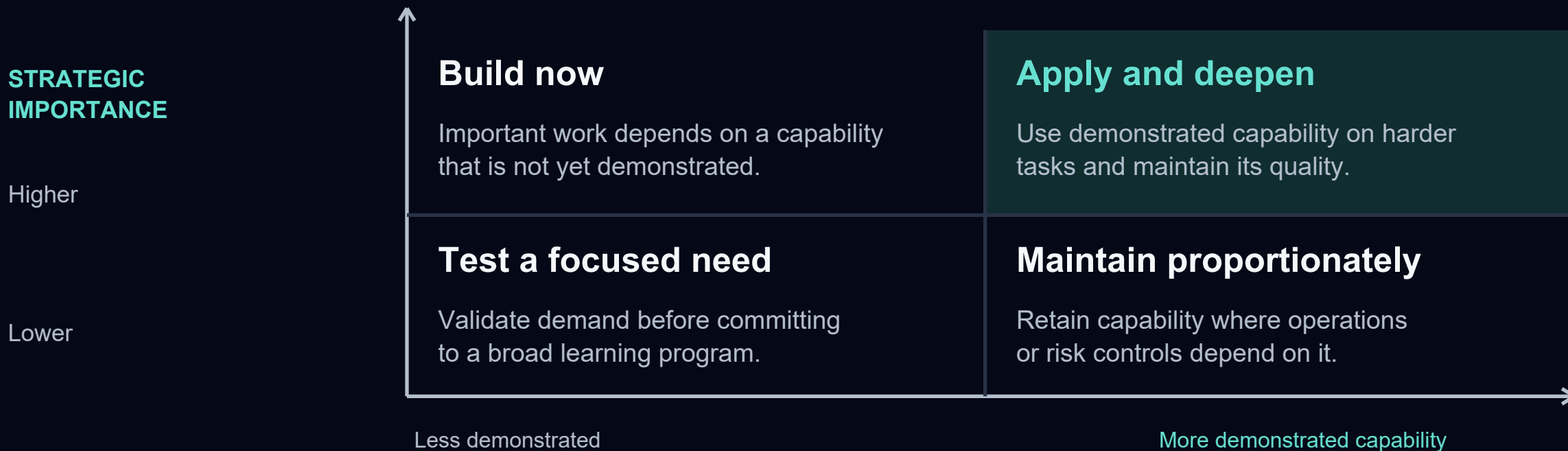
Working with people

Leadership and influence
Resilience and adaptability
Curiosity and active listening

Choose the combination required by the work, including domain expertise and essential operating skills.

Prioritize by business need and readiness

An illustrative decision matrix. Place each skill using evidence from your own roles and strategy.



The roadmap at a glance

Progress through evidence gates. Adjust the pace to available learning time and operating capacity.

01**Diagnose**

Map priority work
and capability gaps

02**Prioritize**

Select roles
and learning goals

03**Practice**

Apply learning
to real tasks

04**Validate**

Review quality
and transfer

05**Scale**

Embed routines
and refresh skills

Diagnose the work before the skill gap

Start with tasks that matter to customers, operations or a strategic change.

Map the task

Choose a role and a recurring task.
Identify the decisions, tools and handoffs involved.

Observe performance

Review work samples against an agreed standard. Separate skill gaps from process or tool problems.

Set the baseline

Record present quality and effort.
Note access barriers and the support people need.

OWNER	Functional leader with the role manager
OUTPUT	A task-to-skill map supported by work samples.
GATE	Proceed when the task, standard and capability gap are agreed.

Translate skill families into role practice

Illustrative assignments. Confirm the required depth and practice task with each role owner.

ROLE	CAPABILITY COMBINATION	PRACTICE TASK
Executives	AI literacy systems thinking	Challenge an investment case and its assumptions.
Managers	Talent development adaptability	Coach a workflow change using observed work.
Analysts	Data analytical thinking	Test a decision against evidence and uncertainty.
Customer teams	Listening digital literacy	Resolve a case using approved tools and judgment.
Technology teams	Cybersecurity AI integration	Validate a workflow and its access controls.

Prioritize a bounded learning portfolio

Select the smallest set of capabilities that can improve the chosen work.

Choose the cohort

Select people doing comparable work. Account for baseline differences and accessibility needs.

Define proficiency

Specify what someone must demonstrate. Match the standard to task complexity and risk.

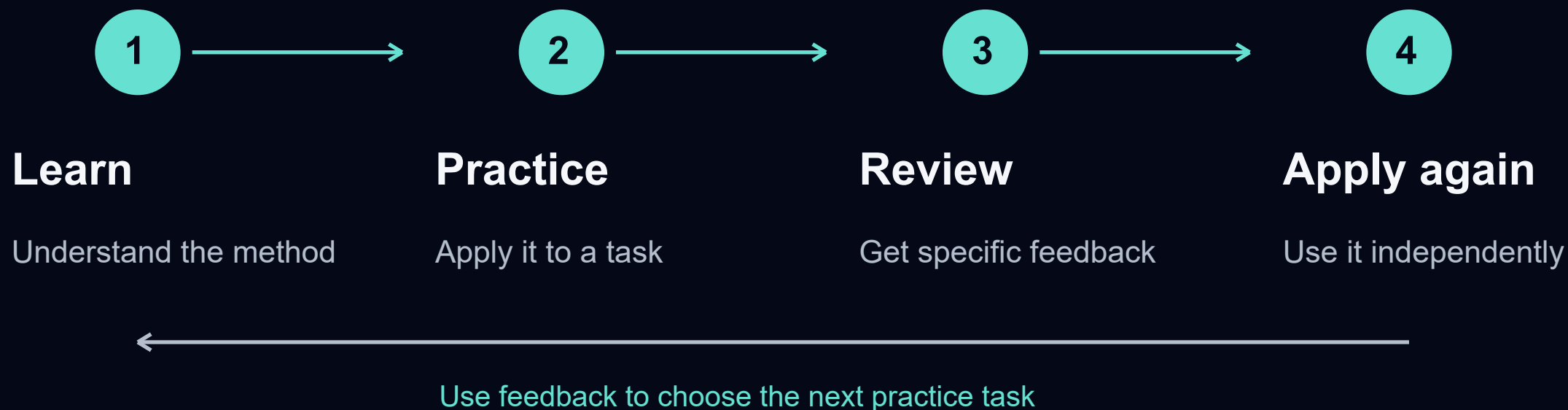
Commit capacity

Agree learning time, coaching and tool access. Obtain approval for any spending.

OWNER	Functional leader and learning lead; sponsor approves resources
OUTPUT	A learning brief with cohort, proficiency standard and capacity.
GATE	Start when the manager can protect practice time and the sponsor accepts the cost.

Make learning part of the work

A practice loop for each priority capability. Use approved tasks and protect sensitive information.



Practice on meaningful tasks

Pair structured learning with supervised application in the role.

Choose safe practice

Use a representative task with clear boundaries. Agree what must be reviewed before use.

Coach the method

Ask people to explain their reasoning and check their output. Give feedback tied to the standard.

Capture the work

Keep the task, output and review together. Record assistance used and errors corrected.

OWNER	Role manager with a qualified reviewer
OUTPUT	Reviewed work samples and a record of practice.
GATE	Move to validation when participants can repeat the task with less support.

Define proficiency through observable work

An example rubric. Set task-specific acceptance criteria before evaluating a participant.

Guided

Completes the task with support

Reviewer identifies gaps and directs corrections.

Independent

Completes a representative task

Meets the standard and recognizes when to escalate.

Adaptive

Handles a changed or unfamiliar task

Explains trade-offs and maintains quality under change.

Validate transfer into everyday work

Check performance after learning, using comparable tasks and consistent review.

Review the output

Use the agreed rubric and record assistance. Where practical, have another reviewer check the work.

Compare fairly

Account for task difficulty and changes in tools. Document limits before attributing improvement.

Check persistence

Revisit performance after a period of normal work. Confirm that support needs are sustainable.

OWNER	Role manager and reviewer; learning lead maintains evidence
OUTPUT	A capability review with results, limitations and support needs.
GATE	Expand only when capability is demonstrated and the operating impact is acceptable.

Measure application as well as participation

Choose measures that fit the task. Establish a baseline and review window before setting targets.

Participation

Participants completing learning / assigned participants

Did people complete the assigned learning?

Demonstrated proficiency

People meeting the rubric / people assessed

Can they perform the agreed task?

Transfer to work

Observed use on eligible tasks

Is the method used in normal work?

Work quality

Errors or rework on comparable outputs

Does application improve the output?

Operating effort

Time spent, including review and correction

Is the change sustainable?

Measurement template. No performance results or target percentages are asserted.

Scale the practice and refresh the portfolio

Make demonstrated capability part of how the organization works.

Embed the method

Update role expectations and onboarding. Keep examples of work that meet the standard.

Develop coaches

Prepare managers to review and coach consistently. Check capacity before adding cohorts.

Refresh priorities

Revisit skill needs as tasks and tools change. Retain essential expertise and retire low-value training.

OWNER	Functional leader and learning lead
OUTPUT	A rollout plan, manager guidance and a review cadence.
GATE	Continue while work quality holds and the organization can support new cohorts.

Plan toward 2030 with decision checkpoints

An illustrative planning horizon. Set actual dates and funding through your own planning cycle.

START

Establish the baseline

Choose a priority role and task.
Confirm the evidence and owner.

BUILD

Demonstrate capability

Run bounded practice and validate
transfer before expanding.

2030 HORIZON

Refresh the portfolio

Reassess demand as strategy,
roles and technology change.

Each checkpoint can lead to continuation, redesign or a pause.

The decision to expand

Use the evidence review to make an explicit decision, with an accountable owner.

Business relevance

Does the capability still serve a priority task?

Demonstrated ability

Do reviewed work samples meet the agreed standard?

Transfer and quality

Does the method hold up in normal work?

Capacity and access

Are coaching, learning time and suitable tools available?

Next scope

Are the next cohort, funding decision and review date defined?

Record: expand, refine or pause, with the reason and responsible approver.



Build your next capability roadmap

Connect workforce development to the work
your strategy needs people to do.

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