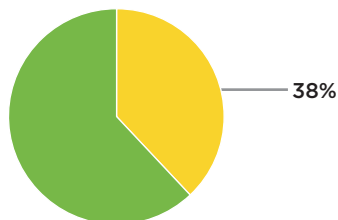


## Judgment, Influence, and Collaboration in Short Supply

### Two-thirds of CEOs cite a lack of the right skills as their biggest talent challenge today.

Employees are accessing and analyzing increasingly large amounts of data, and organizational structures are becoming flatter and more matrixed. To be effective, employees need skills in judgment, collaboration, and influence, yet the majority lack these critical skills.

Percentage of Knowledge Workers Able to Effectively Use Information for Decision Making



#### Addressing a Critical Need

- Most organizations are betting on HIPOs to compensate for critical shortfalls among the broader workforce. They invest disproportionately in expensive development opportunities for this small population.
- Progressive organizations recognize that value creation is not the preserve of HIPOs and develop critical skills across the workforce through low-cost, scalable experiential learning.

### Answers to Your Questions Today

#### How do I influence the line's understanding of talent challenges and opportunities?

*Learning Advisor Performance Toolkit*—Enable your teams to influence and challenge line assumptions about talent with our development resources and performance support tools.

#### How do I optimize L&D investments for business impact?

*L&D Strategy Action Toolkit*—Simplify the task of targeting and balancing your L&D investments with our frameworks and proven templates for building a powerful L&D dashboard.

#### How do I embed learning where it creates the most value—on the job and inside relationships?

*Experiential and Social Learning Centers*—Accelerate the shift of learning beyond the classroom with our quantitative cases for experiential learning and our deep archives of best practice examples of experiential learning in action.

### Contact the Member Support Center for Assistance

P: +1-866-913-6451 | E: [CLCL&D\\_Support@executiveboard.com](mailto:CLCL&D_Support@executiveboard.com)

Not a member? Click [here](#) to request information and contact a representative.

### Future Offerings

#### Critical Behaviors Map

Identify the key behaviors of employees that most effectively use judgment, influence, and collaboration to create value.

#### Compendium of Innovative Capability Building Techniques

Redefine your approach to skill building and improve how employees and managers fulfill their roles.

#### Performance Support Toolkit

Embed skill building and performance support tools into employee and manager workflows.