



New Work Requires New Confidence

TIO Domain 5: People | Capability 3: Skills (The Hands)

The Summit Leadership Alliance | The Intelligent Organization (TIO)

Many organizations announce new tools before people have the skills to work differently. Weak skills turn transformation into pressure. Strong skills give people a fair chance to adapt.

**Transformation
as Pressure**

**Transformation
as a Fair Chance**

Skills

Skills

The Practical Test:

Do people have the skills and confidence needed to work well in the new environment, or did attend a training session?

The Boundary Line: Fluency vs. Skills

FLUENCY

Leadership Domain

Domain: Leadership

Purpose: Informs leadership judgment.

Focus: Asking better questions about value, risk, data, people, and control.

Outcome: Sponsoring problem-first, evidence-based AI Use Cases.

Audience: Executives, board members, senior sponsors.



SKILLS

People Domain

Domain: People

Purpose: Equips people to do the work.

Focus: Identifying, building, and maintaining practical technical abilities.

Outcome: Operating new tools, executing workflows, writing code.

Audience: The workforce, technical teams, managers.

Training is often delivered too broadly, too late, or too far away from the real work.
The goal is not a catalog of courses. The goal is real confidence on real tools.

The Course Catalog

- Broad
- Late
- Generic

Monday Morning

- Real tools
- Real decisions

GENERIC
MANUALS

DISCONNECTED
DOCUMENTATION

THE BROKEN BRIDGE: TRAINING TO CAPABILITY FAILURE

GAP IN SKILLS TRANSFER

Unpacking the 5 Skills Behaviors

Identify: Know which roles, teams, and workflows need new skills.

Prove: Look for evidence that the skill is being used safely and effectively.

Focus: Translate broad capability needs into practical, role-based learning priorities.

Support: Equip managers, peers, and specialists to coach and reinforce the skill.

Practice: Give people time and examples to apply the skill in real work.

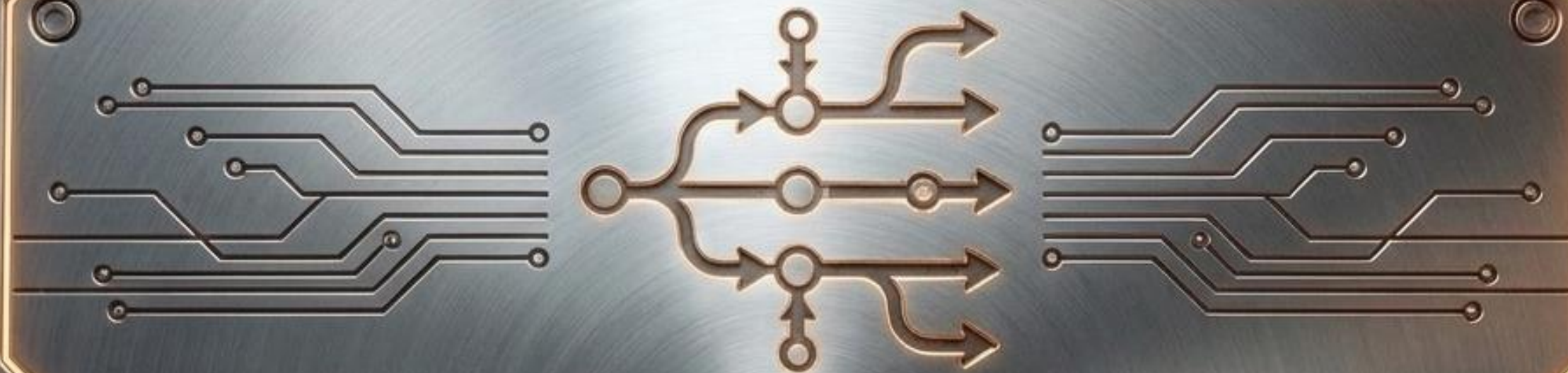


Practical Output 01: The Skills Map

Purpose: Identifies the specific skills each affected role or group needs for changed work.

Quality Standard:

Specific enough to guide learning priorities.
Not a generic competency list.



Practical Output 02: Role-Based Learning Path

Purpose: Turns the Skills Map into practical learning, examples, practice, safe-use rules, and manager support.

Quality Standard:
Tied directly to real work and short enough
for busy people to actually use.



Practical Output 03: Skills Evidence Pack

Purpose: Shows whether learning has been completed, practiced, and applied safely in the work.

Quality Standard:

Demands evidence of application in the work, not only attendance in a seat.

Executive Evidence Rules: What to Measure

Score evidence, not aspiration. A capability on paper means nothing if it cannot produce these three proofs.



Rule 1: Role-based learning plans linked to redesigned work.



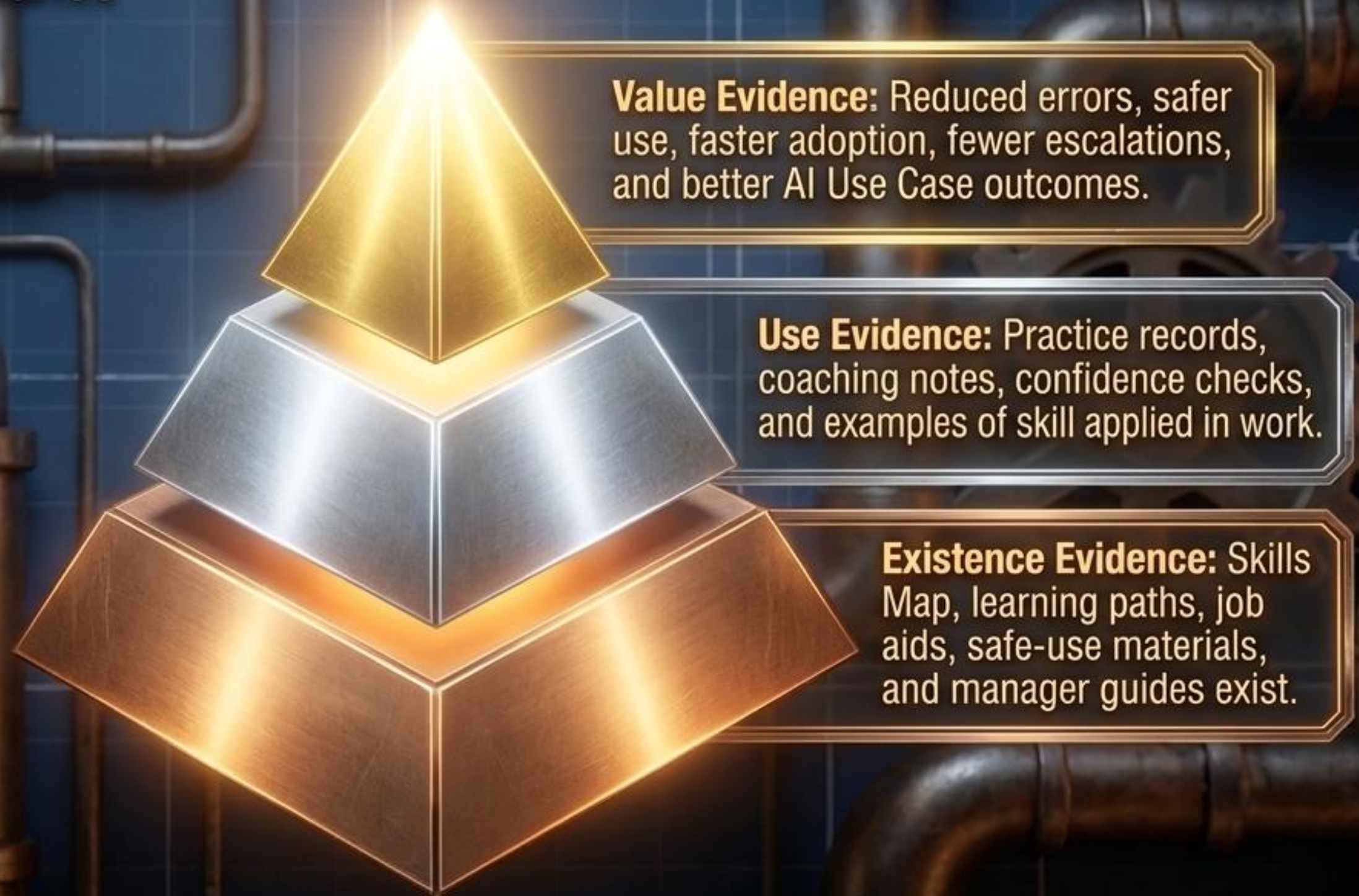
Rule 2: Practical demonstrations, work samples, or manager confirmation showing skills are applied.



Rule 3: Updated skills requirements included in job profiles, hiring, onboarding, or performance expectations.

The Hierarchy of Evidence: Measuring Success

Moving Beyond Attendance



The Role of the Manager

The
Redesigned
Work

Manager

The
Employee

Core Insight: Managers must be activated. Employees are asked to use new platforms, but managers cannot coach their teams if they do not understand the new work well enough themselves.

Actionable Mandate: Provide manager talking points, coaching support, and safe-use rules they can easily enforce and model.

Transformation Equation



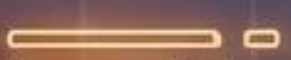
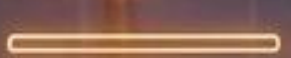
Where Skills Fits in the Transformation Sequence



How to Start



ACTIONABLE STEPS

- ☒  
- ☒  
- ☒  
- ☐  
- ☐  

The First Move:

Identify the specific roles most affected by upcoming AI use cases, automation, data changes, or work redesign.

The Golden Rule:

Start with the work, not the course catalog. Ask: "What do people need to be able to do differently?"

Minimum Viable Capability

You don't need a university on day one. You need:

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1. One accountable Skills owner.
 2. A Skills Map for priority roles and workflows.
 3. Short learning paths tied to real work.
 4. Safe-use rules and manager coaching support.
 5. Simple evidence of confidence and application.

The background of the slide is a dark blue architectural blueprint. It features a grid of thin white lines, with various geometric shapes, circles, and lines representing a floor plan or technical drawing. The lines are more prominent in some areas and fainter in others, creating a complex, layered effect.

TIO Domain 5: People The Capability: Skills

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