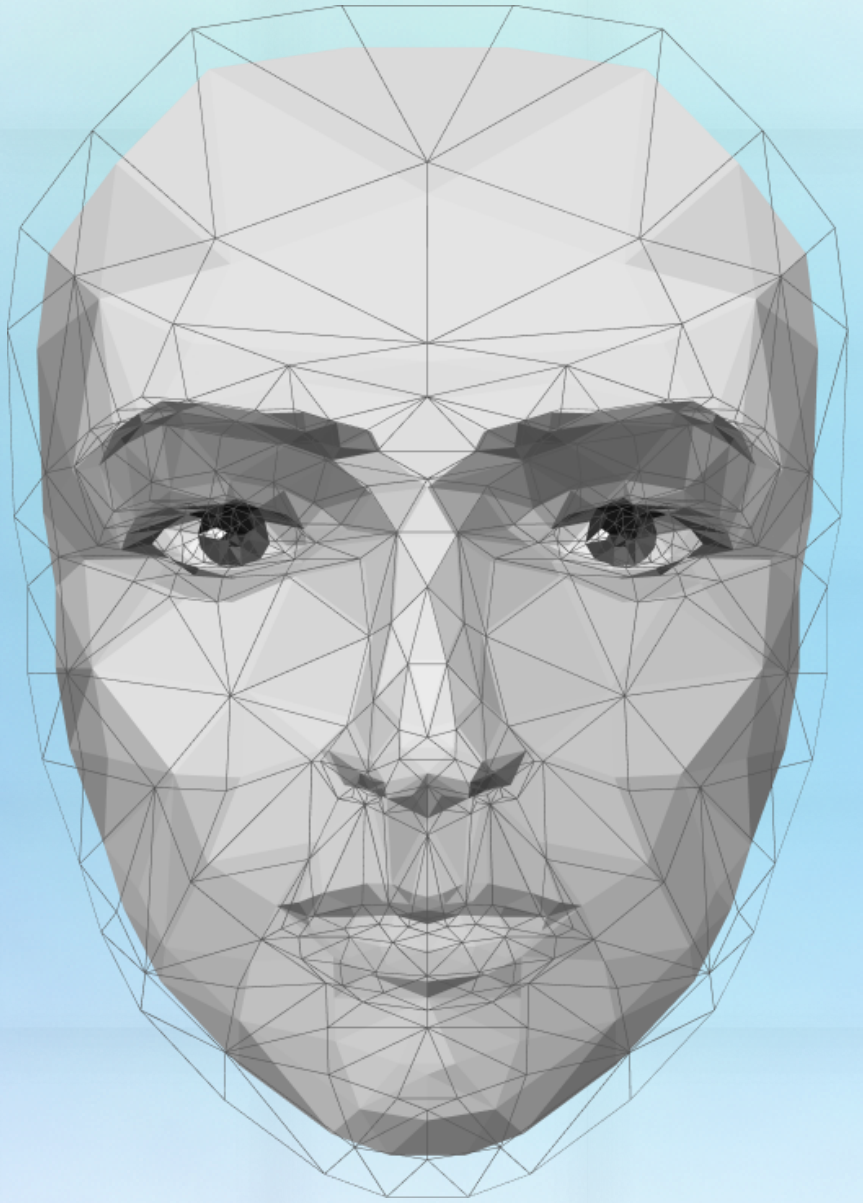
GLEAC

Strengthening Human Identity

By Signalling Soft Skills in an Age of Automation

BUSINESS WHITEPAPER



2021

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1. Introduction

The World Economic Forum has stated that

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1.4 billion
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176 million
cannot get out of extreme poverty even while being employed

The vital processes that characterise effective, fair and accessible labour markets are facing an acute imbalance today. Out of the nearly 5 billion working-age population,[1] 192 million individuals remain unemployed, 1.4 billion are in vulnerable employment and 176 million cannot get out of extreme poverty even while being employed, according to fresh new statistics from the International Labour Organisation.[2]

Coupled with this, the World Economic Forum has stated that 75 million jobs will disappear or become obsolete by 2022. In addition to that, there are 133 million jobs that will emerge during the same time period. This indicates a tectonic shift within the next 12 months, signalling the need for retraining a large percentage of the global workforce.

Almost every second person of working age in the world is facing an acute crisis in being able to find quality work that permits them a decent quality of life. This imbalance can be allocated to a global "skills shortage"[3] that, despite there being a pool of 192 million to choose from, leaves employers in great difficulty in finding the candidates with the skills they are looking for.

With technology automating, digitising and transforming work around the world, the need for global manpower needed to help organisations prepare and streamline is greater than ever; and more than half of global employers want in their employees the human strengths of written, verbal communication, collaboration and problem-solving.[4]

Figure 1:
The List of Skills Needed by 2025,
World Economic Forum

Despite changes emerging, most national education infrastructure in the world is primarily embedded with content-focused, role learning and manual labour practices from the Industrial Revolution era.[5] The students and young professionals of today are faced with a range of challenges their preceding generation had never faced; competing for jobs with artificial intelligence that will consume entire levels of corporate structures and having little to no formal training or support by respective governments during this phase.[6]

As a result of this, firms are required to spend billions of dollars in re-training employees with alternate skills. To illustrate, a study by the Society for Human Resources Professionals - SHRM - showed that it costs companies with 100,000 employees each a cumulative total of more than USD 62.4 million per year as a result of miscommunication and errors by employees not having the skill to communicate clearly.[7]

From learnings from this field work and a review of the academic literature surrounding this area, it has been identified that due to the pace of change apparent today, one of the most impactful future-readiness that can be instilled in the masses is the ability to learn and unlearn itself.[8] Based on rigorously researched scientific frameworks like the P21 and ATC21S, as well as World Economic Forum's list of skills needed by 2025 (as in Figure 1 below) to be 80% comprised of soft skills[9], this general statement can be broken down into ten key "soft skills" that tune the human personality to adapt to unknown situations.[7]:

Considered “21st century skills”, the research team believes these hold key to correcting the imbalance that prevents employees from finding rewarding work, and employers from finding productive and content employees. From a thorough review of the academic literature, it has been found that researchers over the last two decades have endorsed the importance of soft skills in the real world, with some studies[7] even finding these skills to be the most important factor that determines the success of a recent graduate as a new entrant in the workforce.

Project Oxygen, an internal Google project showed that among the eight most important attributes of Google's top employees, hard skills come in last. Characteristics like “being a good coach; communicating and listening well; possessing insights into others (including others different values and points of view); having empathy toward and being supportive of one's colleagues; being a good critical thinker and problem solver; and being able to make connections across complex ideas.”[10] Moreover, a 100 year old study, begun in 1918, by researchers at Carnegie Mellon university has published figures of 85% of job success being determined by soft skills, with technical or hard skills only accounting for around 15% of the same.[11]

Being a good coach; communicating and listening well; possessing insights into others (including others different values and points of view); having empathy toward and being supportive of one's colleagues; being a good critical thinker and problem solver; and being able to make connections across complex ideas.

The employers of today demand more human and dynamic qualities to drive their organisations forward, rather than just the technical or hard skills required for the job. The workplaces of the future seek the ability to be creative, collaborative and have empathy in their employees - resumes and university transcripts are now considered unsuitable measures of a potential employee's abilities.

For the first time in human history soft skills have leap-frogged ahead of hard skills as a better predictor of human performance.[4] Therefore, with the support of established behavioural science principles, modern technologies and the personal experiences of a team of motivated global citizens, this paper presents the proof of concept of GLEAC - an A.I. technology-based solution to measure, develop and signal soft skills in a dynamic way similar to a FICO credit score levelling the diversity and inclusion curve of human identity based on soft skills job readiness.

A democratic, affordable solution delivered digitally ,

- The GLEAC system delivers a behavioral measure to track one's learning agility in short, daily micro-practices that are role specific, and industry specific similar to an apprenticeship to practice soft skills.

- GLEAC also includes a reliable, transparent and dynamic measure of those skills, mentorship and a 360-degree feedback loop to gain context, community and a global world view on one's application of the soft skill.

- Finally GLEAC then creates connectivity to job opportunities through tie -ups with job portals giving preferential treatment to those showcasing their soft skills.

GLEAC is in the process of building the largest data set of human skills application to job roles, current and emerging, which Users will be able to turn on and off publicly in the future so their human identity and quality of thought in applying soft skills can be searched and found, on Google or Linkedin or in whatever form job portals may morph into, in a future headed to automation. Consider the emerging role of a Contact Tracer for which there were 100,000 jobs available in 2020 in the US alone in April.[12] That role required no degrees but only core human skills to qualify.

The core idea powering GLEAC is one of affording every human a seat at the table because of his or her unique application of human skills in situations regardless of education, race, social constructs and all other typical barriers to entry in the job market. According to psychology literature curated by renowned theorists, identity is the core construct that explains how a person addresses issues in dealing with who the person is; this is a dynamic, and subjective evaluation.[13] The benefits of having a clear identity are undeniable; smoother transition into the different phases of life, better understanding of the self in different situations and lesser conflicts with those around one. This concept forms the foundation for the GLEAC mentor feedback loop proposition built into the product . It allows users to see how others globally apply soft skills in the same situations allowing them to broaden their worldview, change their minds and also recognize even without education they may be applying soft skills at a superior level to a Harvard Graduate or CEO.

2. Methodology

The methodology behind the GLEAC proposition includes five components; an intensive review of the literature surrounding the field of human intelligence and behavior development to validate the proposed solution, developing a first-of-its-kind, application to create an intuitive platform suited to interactions related to live, ongoing behavior development that is role and industry specific.

The highlight is a "live" 360 feedback loop to Users of changing global mentors so Users can verify, adjust and get context on their application of human skills, and finally a transparent measurement system that is dynamic, similar to a FICO credit score, tied together by developing a sustainable business model that is cost-effective enough to have wide accessibility.

2.1 The Apprenticeship and Mentorship Component

The model of apprentice-mentor is a highly well-explored topic throughout academia & due to the proven benefits of this model on both the apprentice and the mentor, this component has been incorporated within GLEAC.

An apprenticeship can be defined as

"A structured training program of classroom and paid on-the-job training under the guidance of a mentor. As [the apprentices'] skills increase, so do their wages. Upon completion of the program, apprentices earn an industry-recognized credential and usually are hired into a job that marks the start of a career".[14]

A mentorship can be defined as

"A causal relationship has existed ever since older, experienced skilled workers showed new hires how to do the job right. A formal mentoring program brings a structured framework to that relationship. The relationship between the mentor and the apprentice is the foundation for the apprenticeship".[14]

According to Bass[15], the role of an experienced individual as a teacher coaching a new entrant in the workplace results in the most skills learning during the early days of a new role. Having a mentor greatly increases the chances of success of an apprentice, through higher wages, industry recognised credentials and an improved career outlook.

An arguably conclusive bottom line is soft skills training must be accompanied by a live mentor to humanise the experience, and result in considerable benefits.

The business relevance of this model cannot be overstated for today's world. In an article from the Society of Human Resources Professionals (SHRM), it was specifically highlighted that a business could not fix a problem like the skills gap and it wouldn't be practical based on the shortage of qualified candidates.[16] This model has been shown to benefit the apprentice, the mentor as well as the employer in a multitude of ways. For example, the apprentice earns a salary while still learning a profession, reducing the cost of any ongoing education obligations they might have, while providing real-world job experience in a flexible environment.[17]

With respect to benefits on the employer's side, the following are proven by subject matter literature: employers desire soft skills like “leadership, adaptability, and communication” - and these skills can be seen to be severely short. By training apprentices, employers will be able to inculcate such skills via apprenticeships and also be able to access a more diverse talent pool.[18]

Without the same, any digital solution will lack well-roundedness, and will be limited in its applicability and efficacy. There is an urgent and important need to fill this blind spot in order to achieve a fully holistic soft skills training digital tool.

Therefore, with a large body of evidence supporting this claim, GLEAC has been designed to incorporate features that reflect an apprenticeship component. Capitalising on the founding team's plethora of capable, accomplished, mould-breaking individuals, the component offers learners regular touchpoints in true 21st century style.

- Frequent, yet bite-sized, lessons - to allow for maximum retention, with content that is highly value-adding whilst adhering an element of 'edu-tainment' - to cater to the 21st century digital learner's standard, which spots, and immediately blocks out, instances of banality with an alarming level of accuracy. The highlight being a "live" 360 feedback loop to Users of global mentors so they can verify, adjust and get context on their application of human skills

- As discussed further in the paper, the key element of the GLEAC solution is 'micro-practices' - these track a user's learning agility; in the form of short, simple and intuitive behavioural lessons, designed on the basis of behavioural science research to accelerate the process of habit building. These are designed to not last longer than a total of ten minutes, with a maximum of only three lessons being available daily, keeping interest fresh.

- Finally, GLEAC includes a transparent measurement system that is dynamic, similar to a FICO credit score, where the results of any user's activity will be viewable and available for analysis in a simple manner.

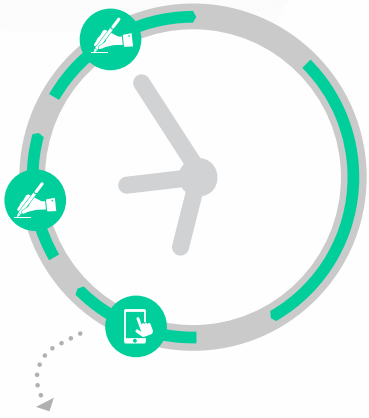
In short, the GLEAC apprentice + mentor matching engine is a breakthrough, innovative product offering that seeks to emulate a proven real-world model in an Artificial Intelligence based system, amplifying the benefits of the model manifold through our chosen market segments.

2.2 The Technology Component

After the research phase was concluded successfully, the research team formed five major objectives based on the findings, to form the basis of GLEAC:

1. **To develop, and enhance, a heightened sense of self-awareness in users.**
2. **To enable users to develop realistic confidence about their own inherent strengths.**
3. **To keep users engaged and informed throughout this process.**
4. **To allow Users to signal in a transparent way their readiness in the human skill specific to job roles and industries.**
5. **To match Users to job opportunities requiring their skills.**

The unique, patent-pending GLEAC solution achieves these objectives by incorporating powerful, behavioural science, 360 feedback loop, artificial intelligence and data analytics, in addition to multi-dimensional functionality to signal and connect with jobs made possible after months of intensive development and testing. The core element of the solution is the micro-practices that also tracks learning agility ; the short, simple and intuitive behavioural lessons, designed on the basis of behavioural science research to accelerate the process of habit building.



- **These do not last longer than ten minutes**
- **3 available daily**
- **New set of 3 is only unlocked after the completion of the preceding one**
- **Duration of 24 hours**

These do not last longer than ten minutes with up to 3 available daily , and a new set of 3 is only unlocked after the completion of the preceding one, for a total duration of 24 hours. This keeps the learner from viewing the process as too challenging or time-consuming, and keeps interest fresh by providing new content every day. Learning can be broad or as specific as learning that is job role targeted. To reinforce the impact of these exercises, the system also includes a monthly benchmarking functionality that allows users to assess and measure the rate of change of their behaviors against themself and norming with the global community, with respect to a chosen skill, view competency maps of their individual behaviors, skills and attitudes.

These maps are used to create personalized routes to learning, which help individuals become self aware of their strengths and weaknesses and focus on jobs that compliment them. their strengths, become self aware of their weaknesses and reinforce their strengths.

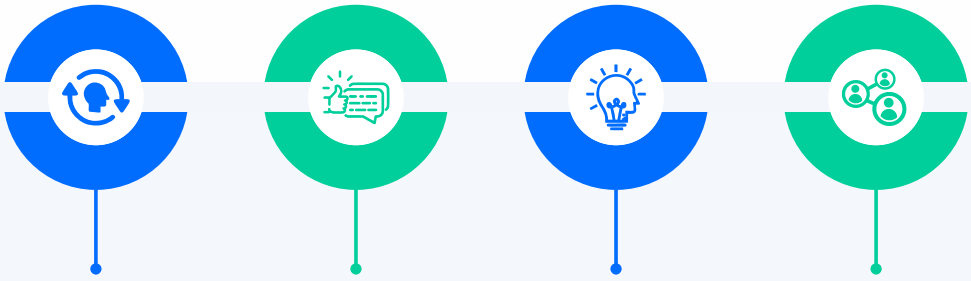
To make learning truly user-centered, the solution ties together the exercise and benchmarking facilities with a robust range of feedback options. Instant mentor feedback at the end of each exercise in order to keep the learner engaged by allowing them instantaneous access to the results of their efforts, within their attention span. Users also in the future will be able to challenge mentors to soft skills duals to unlock and access mentor networks and personalized coaching.

The patent pending GLEAC algorithm has a quantitative, qualitative and 360 feedback loop component. Users are measured against himself or herself, a technically correct answer and also against the global mentor community. The system then computes a score based on this information. This score is not static and based on the user's engagement and progress through the process of incorporating the new skill in themselves.

The user has the option to share their results with their friends, family and professional contacts in order directly from within the system to make the learning process more social.

The score is reassigned quarterly similar to a FICO credit score rating. This places the learner at the center of the process, and, over time, empowers them to trust their own judgement for self-assessment. The user has the option to share their results with their friends, family and professional contacts in order directly from within the system to make the learning process more social.

The User can also allow GLEAC to connect their result to job portals which allows them to get to the front of the line in job searches that match their readiness. As indicated in the research results of Dwecks, the benefits of guidance and feedback can go a long way in shifting learner perspectives of their own abilities in a short time.



The GLEAC solution is developed in APIS, a mobile application version and a SAAS platform to help achieve maximum accessibility to a variety of users. There is no other solution on the market that not only incorporates all such features, but is also backed by a scientific structure to help accelerate habit building, provide instant feedback , learning agility benchmarking and job portal connectivity.

This ability to have the entire process on a 'dashboard' allows users to stay informed on progress, without any inaccuracies introduced through outside influences, as is possible in traditional classroom learning methods.

This awareness enables GLEAC users to have a realistic idea of their skills, enabling them to -

- Better gauge employment opportunities fit for their behaviors.
- Pitch themselves better to potential employers.
- Access networks and mentor coaching.
- Improve overall capacity to achieve work- and personal-related goals.

The GLEAC solution is not rigid - it has been designed with extreme flexibility in order to be suitable to a range of potential organisations. On request, the system can be customised to create lesson plans for particular skills, job roles and industries that do not come in-built.

For example, GLEAC at the World Fair happening in Oct 2021 for 6 months will be upskilling in human skills 25m visitors for jobs that do not exist yet, such as an Air Traffic Controller for Drones, as part of the Dubai Cares Government pavilion.

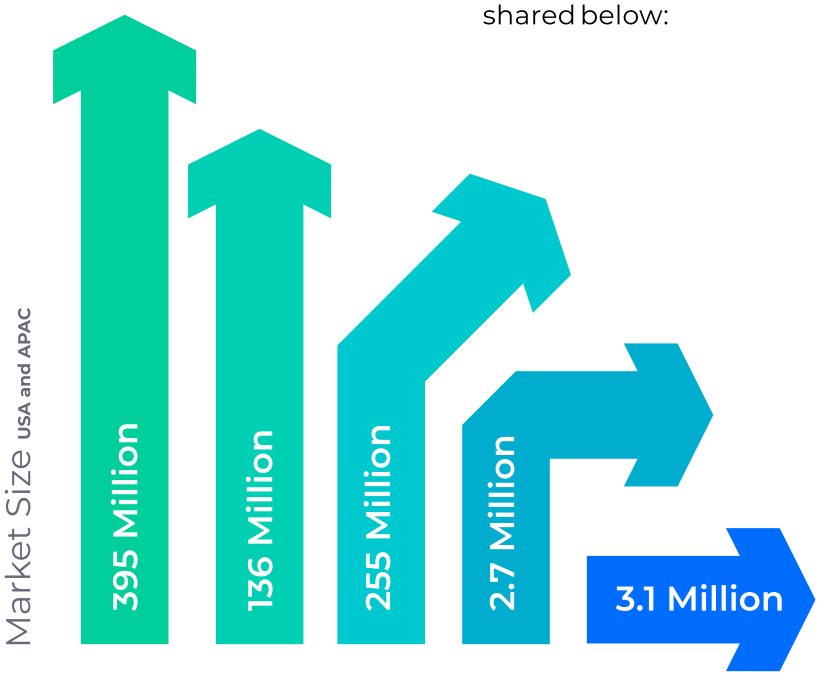
The implementation is supported with the deployment of a social and data scientist to help organisations, Governments and the Users work out initial issues with dedicated support. The technology is no longer an abstract concept possible only in the future; it is a very real part of the lives of users today, and prepared for thousands of incoming future professionals.

2.3 The Business Component

The GLEAC offering has been strategically placed in order to be best positioned to take advantage of strong market trends in global psychometric testing, learning and development, and online/mobile-based learning sectors.

GLEAC is currently focused on these markets, with key data points of our market sizing, which is a bottoms up approach, shared below:

Market Size USA and APAC



395 Million
Luxury Brands
96 Opportunities

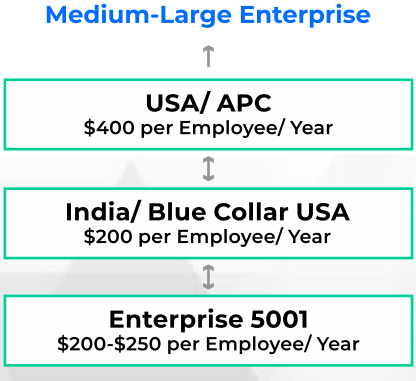
136 Million
Large Enterprise
330 Opportunities

255 Million
Job Portals
100 Opportunities

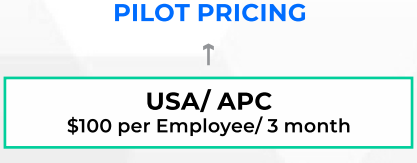
2.7 Million
Consultancy and HRMS/LMS
1310 Opportunities

3.1 Million
Total Available Market (TAM)

Financial Model



In order to best capitalise on this opportunity, the GLEAC revenue stream is divided into the segments above and is as follows:



2.4 The Research Component

Initiated by the personal experiences of the team behind GLEAC, and their assessment of the rampant inadequate future-readiness in current and future young professionals, an intensive, focused research effort to strengthen the scientific base of the solution on offer was carried out. The behavioural science subfields of human intelligence and personality development were studied, to produce results that validated the GLEAC proposition.

From the research of renowned psychologist Carol Dweck, it has been confirmed that individuals either classify themselves as having a fixed intelligence, or a flexible kind that can be improved; and individuals in the latter category repeatedly exhibited superior results, when tested, compared to those of fixed mindsets. [19]More importantly, Dweck proved that through appropriate teaching and feedback tools, these beliefs about individuals could be moulded to change. When studied in conjunction with the works of Aarts and Dijksterhuis, the potential impact of the aforementioned finding can be understood in more depth.

> **Habits can be conceived as goal directed behaviour. Habits are represented as links between goals and actions that are instrumental in attaining this goal. The strength of such links is dependent on frequent co-activation of the goal and the relevant actions in the past. The more often the activation of the same goal leads to the performance of the same action, under the same circumstances, the stronger the habit will become.[20]**

This finding proves that a link between human intention, consistently repeated activity and a solid frequency does exist, and challenges the view that habits are auto-generated responses of the human body, out of the control of human willingness.

This indicates the fact that with the help of some guidance, feedback, learners' self-interest at the repeated effort towards achieving a goal - e.g. the goal to adopt a new skill - and the constant act of performing the associated action to achieve it is what can result in building a strong habit that was previously beyond the spectrum of a human being's personality.[21]

In terms of more recent research examples, a fresh new industry trend analysis for 2018, by Learning Tribes for 2018, an established learning solutions provider, has revealed insights that place GLEAC at the center stage of solving the human development challenge. According to the research, the solutions that will help job-seekers stay relevant will include indispensable Artificial Intelligence tools that teach employment survival, learning journeys will be centered on the individual learner and not be devoid of the human element any more. These three key insights correspond exactly to the foundations of the GLEAC proposition.

2.5 The Diversity & Inclusion Component

It is imperative to discuss the impact of the COVID-19 pandemic on the future - and present - of the way work is conducted throughout organisations of every size, and by extension the diversity and inclusion effect that the pandemic has inadvertently accelerated, resulting in perspectives on work to shift on a tectonic scale.

1 Democratisation of the global workforce

A capable individual in the Indian subcontinent just became equally eligible for the same vacancies as someone in San Francisco who has a sky-high cost of living. With 130 million emerging jobs & the increased focus on the skills-based economy, it would not be an overstatement to claim that the post-pandemic world of hiring has been revolutionised.[22]

2 The new resume: your first impression

The personality of the individual is, in many cases, for the trained eye of seasoned employers, evident in the first few minutes of small-talk before the interview starts. The argument is that soft skills are a massive component of one's personality - and by extension, soft skills only determine the snap judgement that employers reach about candidates. Over years of studying organisational behaviour, the overarching lesson is that soft skills are dominating the labour market.[23]

As a digital solution, the GLEAC product is ubiquitous - and therefore, automatically suited to be inherently inclusive.

3. Case Studies

GLEAC has already been successfully implemented across well-known, established global brands - including high-end luxury fashion brands, national oil companies and established Gulf conglomerates.

To illustrate a well-recognisable name, PRADA piloted an upskilling program for their employees at the most uncertain period of the beginning of the COVID-19 pandemic. Beginning with the aim of improving recruitment processes in order to drive company growth, senior executives at PRADA sought to identify characteristics of different performers within the company. Resulting in an exponential rise of 'sense of duty', 'learning agility' and morale during an unprecedented period of global uncertainty.

To conclude, having undergone the training with GLEAC, the PRADA staff recorded a grand rise of 34% in sales for March 2020.

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Further infographics describing other GLEAC pilots can be found at our website at the following link:

https://gleac.com/case-studies/

Conclusion

The research, technology development and business model of GLEAC has been proven to address a universal problem that has a dual, near-immediate effectiveness in improving the learners' attitudes, attention span, self-control and community-connection, proving a need for its novel solutions, as well as confirming the results of related research.[24]

In conclusion, the search giant Google, the world's gateway to the internet, has introduced a breakthrough algorithm update, which will favour vacancies that do not require credentials like degrees. The reason this was brought about was by way of a special project that tested the logic behind Google's original algorithm that favoured degrees as the best indicator of an individual's candidature for a potential vacancy, as 'Project Oxygen' is described earlier in the paper.

This signals a catalytic shift in the way job-seekers look for work and are afforded opportunity, in addition to the way employers construct job roles within their organisations.[25] The remnants of the traditional world value figures like the FICO credit score[26] alongside previous experience in resumes and degrees as a way to determine the potential and worth of an individual, will arguably not be the case for much longer in the future - with the research & evidence also pointing to this: the currency of the 21st century and beyond issoft-skills, and GLEAC is the “proof of human differentiation and potential ” passport in a world headed towards automation .

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Theme- FUTURISTIC (secondary- connectivity)

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