

— HARD SKILLS

SOFT SKILLS

METASKILLS

— АЛЕКСЕЙ
ЁЖИКОВ

КОНСУЛЬТАНТ

— БУДДИЗМ, МАТРИЦА, СОЛЯРИС

SOCIAL
SCIENCE
TECHNOLOGY

— АЛЕКСЕЙ
ЁЖИКО



Abilities

Cognitive Abilities

- » Cognitive Flexibility
- » Creativity
- » Logical Reasoning
- » Problem Sensitivity
- » Mathematical Reasoning
- » Visualization

Physical Abilities

- » Physical Strength
- » Manual Dexterity and Precision

Basic Skills

Content Skills

- » Active Learning
- » Oral Expression
- » Reading Comprehension
- » Written Expression
- » ICT Literacy

Process Skills

- » Active Listening
- » Critical Thinking
- » Monitoring Self and Others

Cross-functional Skills

Social Skills

- » Coordinating with Others
- » Emotional Intelligence
- » Negotiation
- » Persuasion
- » Service Orientation
- » Training and Teaching Others

Systems Skills

- » Judgement and Decision-making
- » Systems Analysis

Complex Problem Solving Skills

- » Complex Problem Solving

Resource Management Skills

- » Management of Financial Resources
- » Management of Material Resources
- » People Management
- » Time Management

Technical Skills

- » Equipment Maintenance and Repair
- » Equipment Operation and Control
- » Programming
- » Quality Control
- » Technology and User Experience Design
- » Troubleshooting

J.MP/WEF-FUTURE-JOBS

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Table 7: Demand for skills in different industry sectors and overall, 2015 and 2020

Share of jobs requiring skills family as part of their core skill set, %

Skills family	BAS		CON		EN		FS		HE		ICT		MEI		MOB		PS		OVERALL	
	Current	2020	Current	2020	Current	2020	Current	2020	Current	2020	Current	2020	Current	2020	Current	2020	Current	2020	Current	2020
Complex Problem Solving Skills	42	33	28	31	49	38	35	39	35	36	36	46	—	—	32	34	35	38	36	36
Social Skills	17	17	26	27	27	28	32	23	30	28	20	19	27	32	22	20	26	24	20	19
Process Skills	10	19	21	22	24	29	36	34	25	36	26	25	27	31	18	22	37	29	18	18
Systems Skills	22	26	28	25	24	18	23	22	—	—	26	24	—	—	16	23	16	16	16	17
Resource Management Skills	21	15	38	35	29	24	20	20	—	—	16	19	38	32	26	28	24	29	14	13
Technical Skills	25	20	20	18	29	22	5	16	—	—	22	20	—	—	26	21	19	18	14	12
Cognitive Abilities	10	19	13	25	—	—	15	23	35	34	20	23	—	—	11	27	19	22	11	15
Content Skills	6	13	—	—	—	—	22	24	—	—	19	18	—	—	22	28	11	15	10	10
Physical Abilities	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	5	4

Source: Future of Jobs Survey, World Economic Forum.

Table 10: Significance of workforce strategies, by industry

Share of respondents pursuing strategy, %

Strategy	BAS	CON	EN	FS	HE	ICT	MEI	MOB	PS	OVERALL
Invest in reskilling current employees	65	75	59	67	83	81	77	83	56	65
Support mobility and job rotation	41	45	50	47	50	35	15	54	40	39
Collaborate, educational institutions	38	30	23	20	25	35	38	29	14	25
Target female talent	35	25	36	30	17	16	46	21	21	25
Attract foreign talent	35	25	41	23	42	19	15	25	7	22
Offer apprenticeships	14	35	23	20	8	23	31	29	33	22
Collaborate, other companies across industries	11	20	14	17	0	10	23	8	28	14
Collaborate, other companies in industry	19	5	18	10	25	10	15	0	14	12
Target minorities' talent	14	5	9	13	33	16	8	13	9	12
Hire more short-term workers	3	20	5	7	0	26	23	17	9	11
Hire more virtual workers	5	5	0	10	0	6	8	0	12	6
Collaborate, vocational training and certification providers	3	5	14	3	0	3	0	13	7	5

Top 10 skills

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

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— **КРИТИЧЕСКОЕ
МЫШЛЕНИЕ**

— ЭМОЦИОНАЛЬНЫЙ
ИНТЕЛЛЕКТ

**— ОСОЗНАННОСТЬ
ПОВЕДЕНЧЕСКИХ
РОЛЕЙ**

— КРОССДИСЦИП-
ЛИНАРНОСТЬ

— **СОЦИАЛЬНАЯ
СВЯЗ(АН)НОСТЬ**

**— АНТИХРУПКОЕ
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