

**SID 2024**

Sibiu Innovation Days

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# Corporate Amnesia and Reskilling in the Industry 5.0 Context

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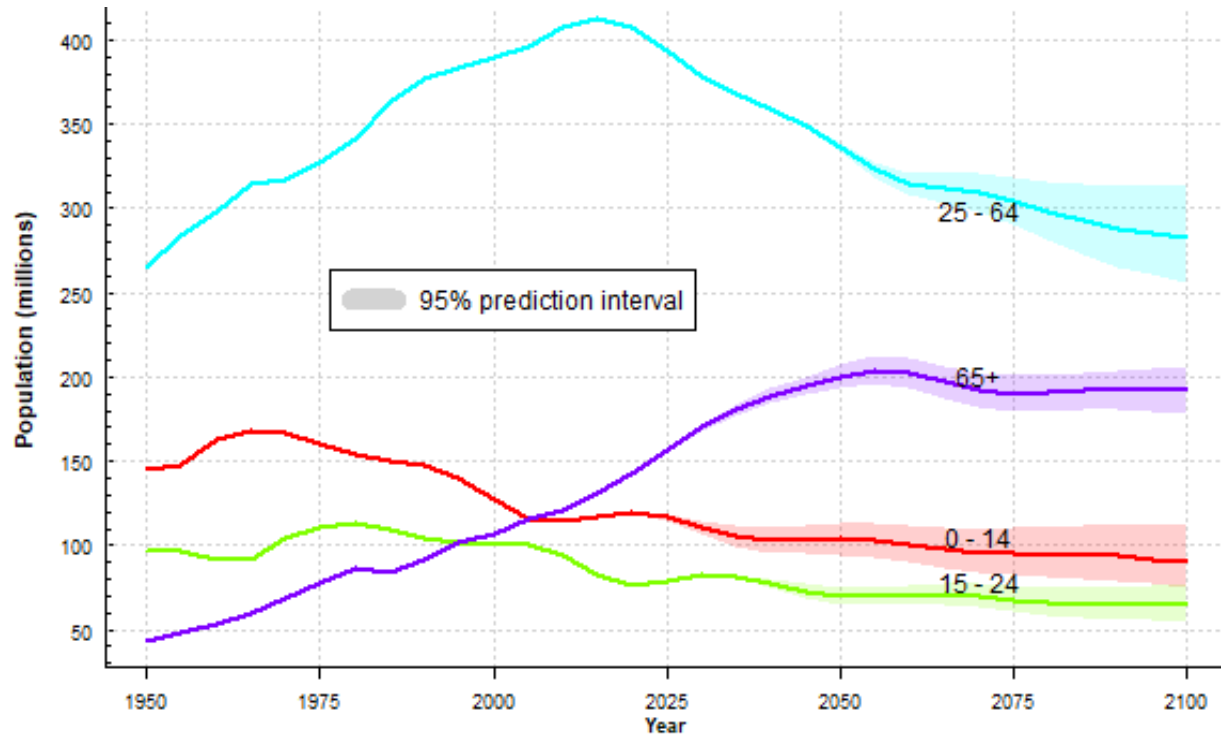
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# How we began...

## Ageing phenomenon



## The Great Retirement



**Non-digital natives employees**

Face to face communication  
Achievement oriented  
Formal code of conduct



**Digital natives employees**

Online communication  
Goal oriented  
Informal code of conduct

**Reduced Talent Pool + Corporate Amnesia**

# The context...



Industry 5.0

- 2/3 of skills that are critical for today's job requirements will change or become obsolete (I4MS, 2022).
- 30-40 % of employees will have to upgrade significantly their skills, in the next years (McKinsey Global Institute, 2020).
- The 3Ss (Searching, Sharing, Simulation) are replaced by the 4Cs (Critical thinking, Creativity, Collaboration, Communication) when it comes to the core skills set (Gürdür Broo et al., 2022).



**Quality of  
the Talent Pool**

# The questions that had arisen...

**How could the managers avoid corporate amnesia  
and enhance employees' reskilling?**

**What options do they have?**

**How can they select the best option?**



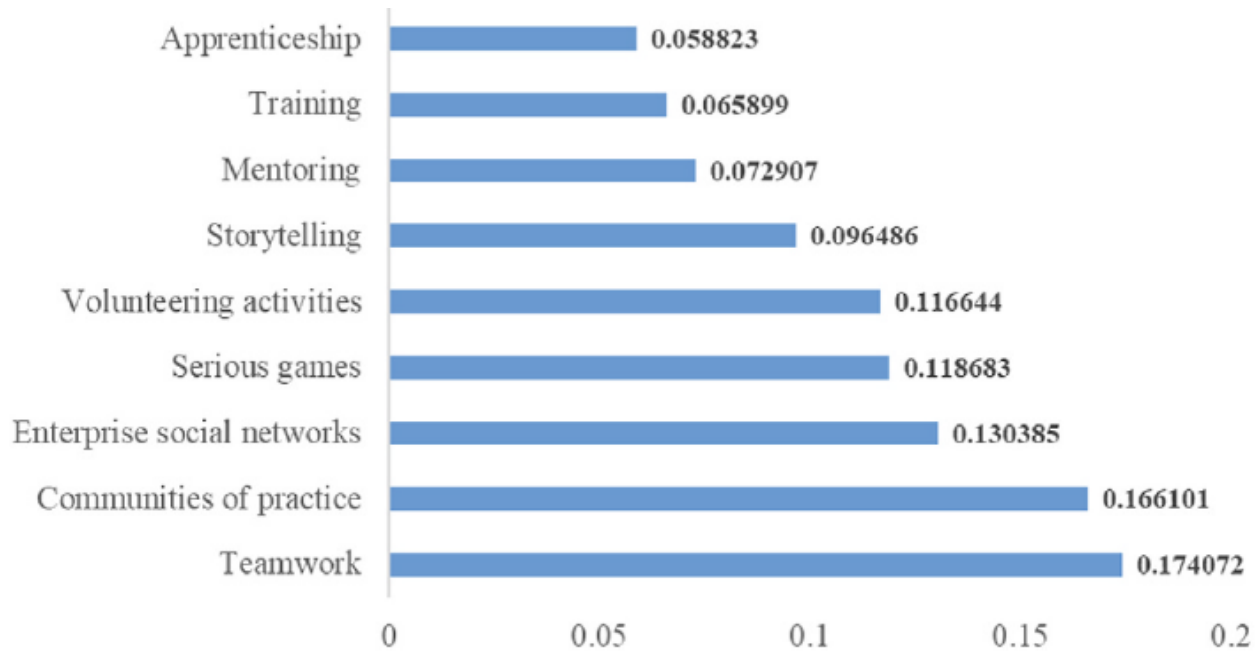
# Options available

	Analyzed industries				Cross-sectional and conceptual approaches
	Educational	High-tech	Automotive	Nursing	
Mentoring	Brucknerova and Novotny (2017), Geeraerts <i>et al.</i> (2018a, b) Klein and Shapira-Lishchinsky (2017), Santoro <i>et al.</i> (2012)	Kaminska and Borzillo (2018)	Gerpott <i>et al.</i> (2017)	Harvey (2012), Sprinkle and Urick (2018)	Baran and Klos (2014), Bjursell (2015), Brčić and Mihelič (2015), Kaše <i>et al.</i> (2018), Nisula and Metso (2019) Pauget and Chauvel (2018), Ropes (2014), Rupčić (2018)
Training	Brucknerova and Novotny (2017), Geeraerts <i>et al.</i> (2016)		Gerpott <i>et al.</i> (2017)	Gallo (2011), Sprinkle and Urick (2018)	Holste and Fields (2010), Johansson and Abrahamsson (2018), Ouakouak and Ouedraogo (2019), Ropes (2014), Ropes and Ypsilanti (2012) Ypsilanti <i>et al.</i> (2014)
Serious games			Räisänen <i>et al.</i> (2014)	Sprinkle and Urick (2018)	
Mixed-aged teams	Geeraerts <i>et al.</i> (2018a), Novotny and Brucknerova (2014)				Baran and Klos (2014), Holste and Fields (2010), Li <i>et al.</i> (2017), Ouakouak and Ouedraogo (2019), Ropes (2014)

	Analyzed industries				Cross-sectional and conceptual approaches
	Educational	High-tech	Automotive	Nursing	
Storytelling	Brucknerova and Novotny (2017), Geeraerts <i>et al.</i> (2018a), Novotny and Brucknerova (2014)			Harvey (2012)	
Communities of practice	Day and Gu (2007), Geeraerts <i>et al.</i> (2016), Kazak and Polat (2018), Liu (2020), Polat and Kazak (2015), Van Acker <i>et al.</i> (2014)			Gallo (2011)	Bjursell (2015), Gustavsson and Eriksson (2010), Johansson and Abrahamsson (2018), Rupčić (2018)
Enterprise social networks On-the-job education		Kaminska and Borzillo (2018) Kaminska and Borzillo (2018)			Egloffstein and Ienthaler (2017), Pauget and Chauvel (2018), Ropes and Ypsilanti (2012)
Volunteering activities				Sprinkle and Urick (2018)	Pauget and Chauvel (2018)

# Preferences depending on the sector



**Coke & petroleum industry**

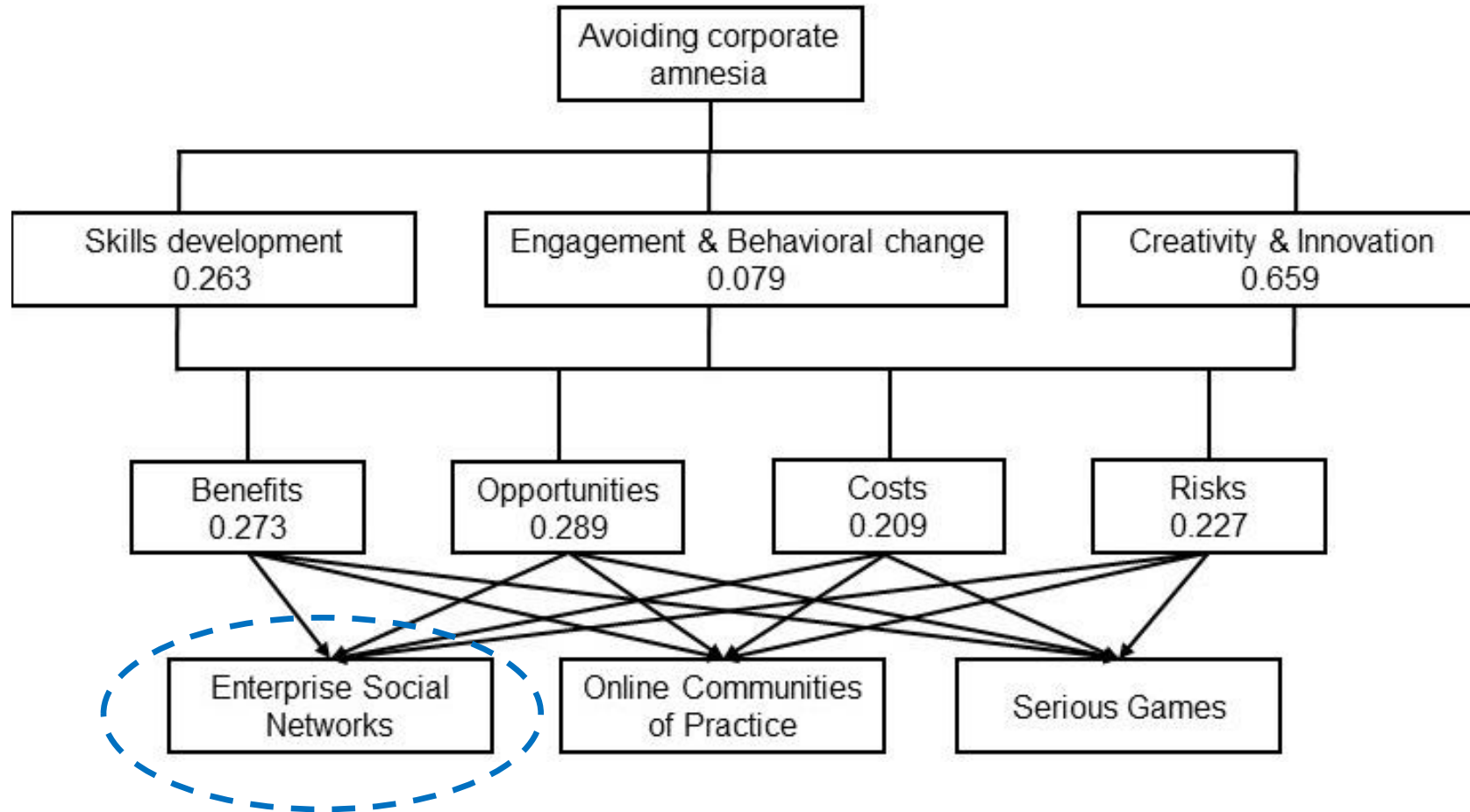
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Strategies	Relative priority
Communities of practice	0.1842
Storytelling	0.1283
Mixed-aged teams	0.0628
Enterprise social networks	0.0514

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**Bakery industry**

# Preferences depending on the sector



**IT industry**

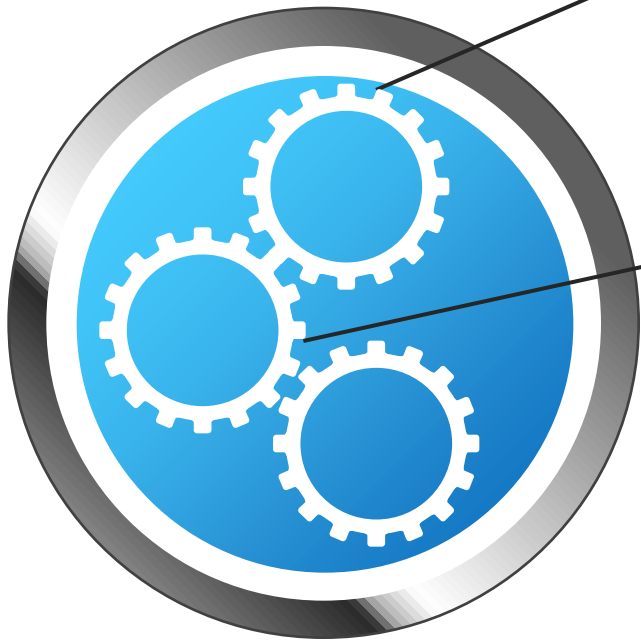
# Instead of conclusions...

## Old solutions still work

The well-known KM techniques and tools can support companies in avoiding corporate amnesia.

## The skills-technique link is missing

Further analysis is required in order to determine which technique is the most appropriate for developing specific skills.





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**Thank you!**