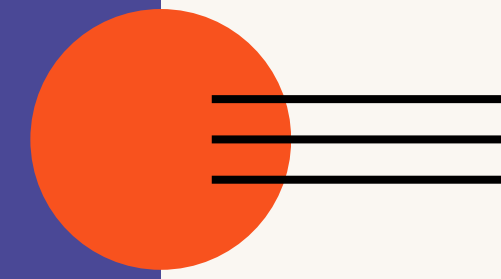


OLGA PROTASENKO

An Integrated Model of a Project-Based Approach to Human Capital Development in the Context of Digital Transformation

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The Modern Business Reality:

Businesses are in the fourth industrial revolution, where technologies like AI, Big Data, and IoT are fundamental to business. In this new paradigm, the key strategic advantage is high-quality human capital, more so than access to technology or capital

The Core Problem: A Growing Skills Gap

Traditional, long-term corporate training models are too slow and inflexible to keep up. It creates a strategic gap between the skills the digital economy requires and what current development systems provide

The New Need:

Businesses need adaptive specialists with a mix of hard, soft, and digital skills who can learn quickly and solve complex problems. It requires a shift from passive knowledge consumption to active, flexible, and result-oriented development models





Approach 1: The Waterfall Method

- **Description:** A linear, sequential model where each stage must be fully completed before the next begins.
- **Strengths:** Provides a clear structure, is easy to control, and produces detailed documentation.
- **Weaknesses:** Lacks flexibility, has a long development timeline, and risks teaching skills that are already outdated by the time the training is complete.

Approach 2: The Agile/Scrum Method

- **Description:** An iterative approach using short cycles to master a specific skill or solve a small problem.
- **Strengths:** Delivers high-speed and relevant training, is highly flexible, and increases employee motivation and involvement.
- **Weaknesses:** Makes long-term planning difficult, requires a high degree of team autonomy, and can lose focus on strategic goals.

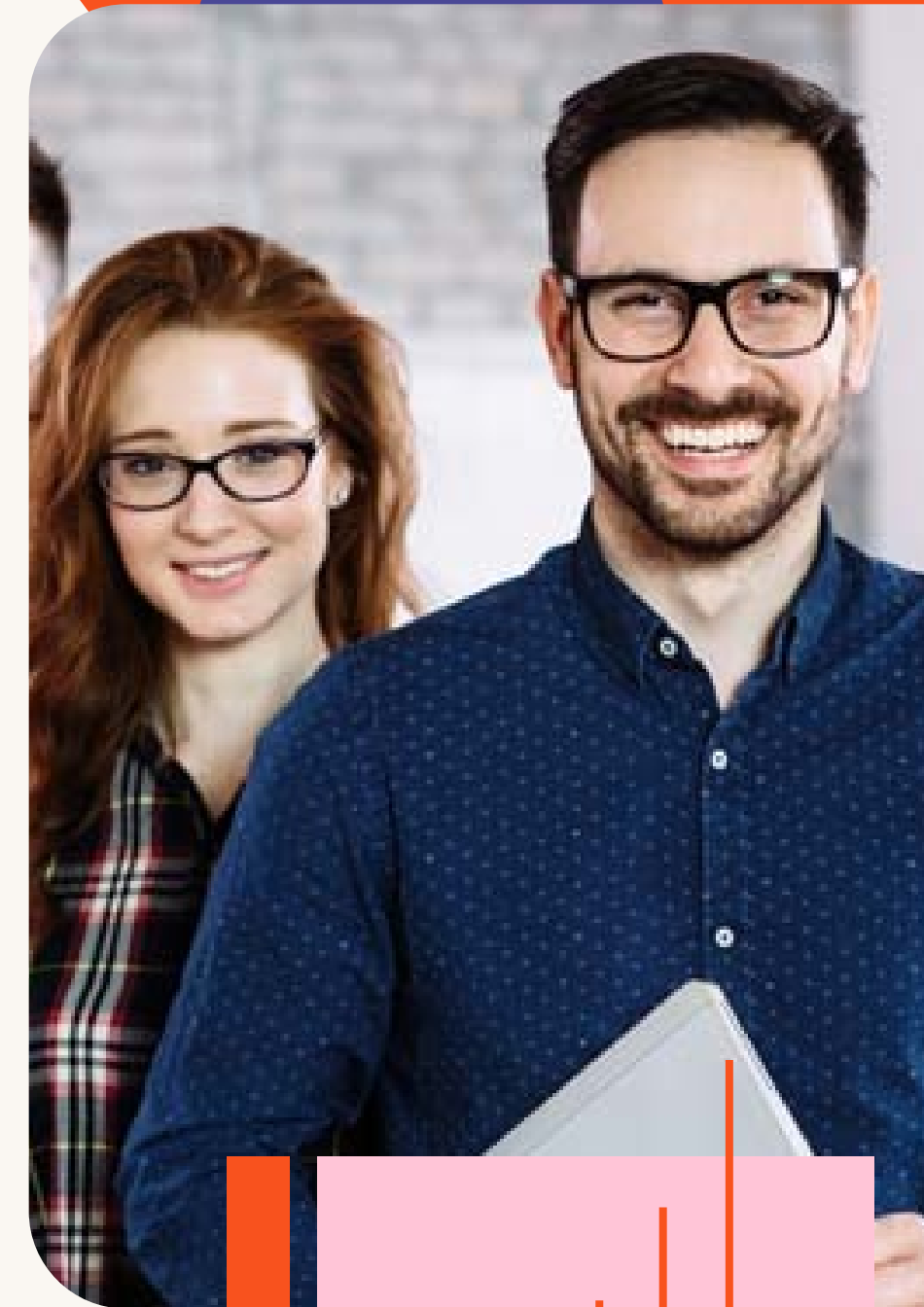
The Solution: The "Skill-Sprint" Integrated Model

Concept: The Best of Both Worlds

- The "Skill-Sprint" model was developed to combine the strategic clarity of Waterfall with the tactical flexibility and speed of Agile.
- It reframes corporate training from a series of separate events into a portfolio of interconnected development projects. Each project is aimed at building a specific, measurable competence

The Core Tool: The "Competency Backlog"

- It's a prioritized list of competencies that are directly linked to specific, strategic business goals.
- The backlog is created during a strategic session involving top management, ensuring that all training initiatives align with the company's long-term vision.



The Skill-Sprint Process in Action

Stage 1: Strategic Session (Semi-Annually/Annually)

Top management and HR identify key competency gaps that hinder strategic goals, creating the prioritised "competency backlog"

Stage 2: Form Cross-Functional Teams

Temporary teams are created based on motivation and experience to tackle high-priority items from the backlog. These teams can include members from marketing, IT, sales, and other departments

Stage 3: The Skill-Sprint Cycle (2-4 Weeks)

The model's operational core is the Skill-Sprint cycle, a two-to-four-week mini-project for skill development. During each cycle, a team plans a task from the competency backlog, immediately applies new knowledge to a real problem, demonstrates a tangible result to stakeholders, and analyses the process for future improvement

Stage 4: Completion and Transition

After a successful sprint, the team can either start a new sprint or disband. Members return to their departments as carriers of the new competence, spreading knowledge throughout the company

Results, Advantages, and Considerations

Pilot Project Results

- **Goal:** Train the marketing department in predictive analytics.
- **Outcome:** Within three sprints (6 weeks), the team developed a working customer churn prediction model.
- **Impact:** The company's customer churn was reduced by 6.2% in the first quarter after implementation.
- **Efficiency:** A working prototype with business value was delivered in just a couple of months, which is 2-3 times faster than traditional approaches.

Key Advantages of the Skill-Sprint Model

- **Strategic Alignment & Adaptability:** Stays aligned with long-term strategy while reacting quickly to current needs.
- **Focus on Results:** Success is measured by impact, not training hours and increasing motivation.
- **Comprehensive Skill Development:** Organically develops soft skills like collaboration alongside targeted hard and digital skills.



Conclusions

1. Digital transformation has created a gap between fast-changing skill needs and slow traditional training. The "Skill-Sprint" model integrates human capital development into work processes as a strategic project, ensuring rapid, adaptive competency building.

2. The Skill-Sprint model's scientific novelty is its holistic system linking strategic business goals with operational competency building, adapting Agile principles and artifacts (sprints, backlog, retrospectives) to corporate development. **Practically**, it offers a ready-made framework for adaptive training, enabling quick closure of "competency gaps," boosting employee engagement, and ensuring a measurable return on investment.

THANK YOU
FOR
ATTENTION!

