

The Arctic Shores *Skill-enabler*[™] companion guide

In September 2024, Arctic Shores launched our new Skill-enabler[™] model for uncovering potential. This guide unpacks everything you need to know about the model: the problems it solves, how it works, and the science behind it.

It was created for any TA professional, hiring manager, or senior leader evaluating their selection process and wanting to understand whether sifting on Skill-enablers[™] can help them:

- 1 Simplify skills-based hiring
- 2 Identify higher quality candidates, more scalably in the age of AI

Contents

1

What problems do Skill-enablers™ solve for organisations?

Find out why companies are moving away from experienced-based hiring, and how Skill-enablers™ simplify the process.

[Page 4](#)

2

What are Skill-enablers™?

The specific Skill-enablers™ that make up the model, how we measure them, and the benefits of our approach.

[Page 11](#)

3

How Skill-enablers™ simplify skills-based hiring *and* future-proof it for the AI-enabled workplace

[Page 15](#)

4

How we evaluate Skill-enablers™ within the Arctic Shores assessment (and the benefits of our approach)

The specific Skill-enablers™ that make up the model, how we measure them, and the benefits of our approach.

[Page 18](#)

5

Which roles does Skill-enabler™ based sifting apply to?

Discover which roles are best suited to our model.

[Page 26](#)

6

Conclusion

The two takeaways from this guide, and what TA leaders and teams should do next.

[Page 30](#)

7

Appendix

Deep dive into the research and science behind the Skill-enabler™ model

[Page 34](#)

Click on the page number to jump to that section.

What the experts are saying

“ TA leaders face two big challenges right now: Moving away from experienced-based hiring tools like the CV — and finding candidates who will succeed in the AI-enabled workplace. Sifting based on Skill-enablers™ solves both of these problems.

As well as simplifying skills-based hiring for recruiters and hiring managers, Skill-enablers™ tap into the core strengths and capabilities that candidates will need in the AI-enabled workplace. I can't wait to see how companies leverage this innovation to leapfrog the competition. ”

Hung Lee, Recruiting Brainfood

“ It's a common misconception that a skills-based hiring process should only select candidates based on the skills they have today. By enabling TA teams to sift candidates based on Skill-enablers™ instead of experience or exact-match skills, Arctic Shores are paving the way for a hiring process that helps companies think more strategically about skills-based hiring — future-proofing their processes and overcoming skills shortages. ”

Yasar Ahmad, Global VP, People, HelloFresh

“ The new Skill-enablers™ model is a fantastic evolution in the Arctic Shores assessment. It enables us to develop highly tailored assessments for our candidates, effectively highlighting our core requirements when mapping skills for our future workforce. ”

Charlotte Watson, Talent Acquisition Partner (Early Careers Lead), Siemens

“ Skill-enablers™ are the raw building blocks of skills acquisition. They are developable and as such they help people to gather skills more quickly. Skill-enablers™, I think, are a really important thing to consider because their purpose is to allow people's skills to blossom; to come to life.

When considering skills assessment it's important to identify your purpose for assessing these skills. If it's to identify training and development needs then actually directly assessing how good people are at these skills now versus where they need to be in the future is a good thing to do: it gives you a bit of a benchmark. However, in selection settings, to enable a fair process, assessing Skill-enablers™ rather than skills themselves is a sensible approach: this way, you can plan for how someone can LEARN these skills most effectively and in the shortest possible timeframe as part of onboarding. ”

Ben Williams, Assessment Expert, Founder and Managing Director of Sten10

“ The energy sector is evolving rapidly. As a result, university learning and technical knowledge can become redundant very quickly. In this environment, AEMO uses Arctic Shores to support our Graduate Recruitment process. Skill-enablers™ help us understand our candidates' aptitude to acquire new skills and navigate change — helping AEMO identify graduates who can develop the right skills to become the future leaders of the energy sector in Australia (and the globe!). ”

Tiffany Clark — Manager, Workplace Relations & Planning, AEMO

Part 1

What problems do Skill-enablers™ solve for organisations?

An introduction from Robert Newry — founder and CEO of Arctic Shores



10 years ago, Arctic Shores was founded on the principle that TA teams and hiring managers needed a fairer, more accurate, more scalable way to uncover candidate potential.

Today, our Task-based Assessment captures thousands of data points on candidates' potential to adapt, grow, and learn within a role. We've named this way of measuring potential the Skill-enablers™ model.

In this guide, you'll learn everything you need to know about how to introduce skills-based hiring using the Skill-enablers™ model, how it future-proofs your process for the AI-enabled workplace, and what research underpins these findings.

Before we dive in, we recognise that different readers will come to this guide with different levels of understanding. As a result, we'll begin by explaining why we built our product to evaluate candidate potential in this way, and spell out the problems our approach solves for many organisations.





Why TA teams have been shifting away from experience-centric hiring and towards skills-based hiring

The founding thesis behind Arctic Shores was that experience-centric, CV-based hiring was holding back candidates, TA teams, and hiring managers. For example, the [CV has been shown to introduce 150 biases into the recruitment process](#). Instead, we wanted a fairer, more accurate, and more comprehensive way to predict candidate success.

At the time, forward-thinking talent acquisition teams, especially in Early Careers, were beginning to pull away from the idea of sifting candidates based on their educational qualifications, CVs and prior experience.



There were a staggering seven reasons for this. And they were as true then as they are today.

1

Past experience alone has been proven time and time again to be an unreliable predictor of future success

In fact a [University of Florida study](#) found no correlation between past experience and on-the-job performance. Most professionals can think of a person who had the “right” skills on paper, but was lacking either the mindset to truly deliver, or the correct way of applying those skills in a work setting. As experienced business leaders, we had seen this happen repeatedly and recognised that TA teams and hiring managers needed a richer way to evaluate whether a candidate really had what it took to succeed. This was because...

2

In any role, mindset and learning agility are everything

When you ask any hiring manager about the best hire they ever made, it's not necessarily the person who joined with the perfect career history... it's the person who learned quickest, was relentless in pursuit of excellence, or was an exceptional problem-solver. Maybe they were hungry for learning experiences, were excellent at managing their emotions in challenging circumstances, or were great at inspiring other team members to embrace a new way of doing things.

Yet CVs don't help hiring managers build accurate pictures of any of these things. And as TA teams have told us many times, failing to evaluate these things accurately can lead to poorer performance outcomes on the job.

3

CVs often contain inaccurate information

[85% of employers have caught false information on CVs and almost 60% of people exaggerate their skills](#), which often leads to candidates looking great on paper, but disappointing hiring managers at the interview stage.

That's before we even consider that tools like ChatGPT and AutoApplyAI technology have now made it easy for candidates to tailor a job application to an advert and apply for jobs [while they sleep](#). This exacerbates the problem even further and has led to a sharp rise in the number of TA teams reporting they've seen a rise in the “perceived quality” of applications, before a drop in quality at later stages of the interview process as candidate's authentic abilities are revealed. We needed then and we need now a more accurate way to understand candidate potential that cannot be “cheated”.



4

CVs are deeply biased documents

The average CV contains 150 biases. Especially in Early Careers, where candidates often don't have a lot of experience to start with, this means TA teams have to default to prioritising privilege or polish, unpaid internships or great universities, over untapped potential.

Outside Early Careers, we're often forced to default to selecting candidates based on whether they worked for recognisable brands vs whether they have actually demonstrated the skills that the organisation needs. All of this holds candidates from under-represented groups back from getting a shot and prevents hiring managers from uncovering high quality, high potential candidates. [This post on X](#) offers a sobering example.

5

Even 10 years ago, we were at the beginning of a skills shortage — and it continues to get worse

Many TA teams are battling the fact that a lot of the time, there aren't enough people with the right skills to go around. This leaves us spending months hunting for unicorns to do jobs that very few people have ever done — trapping us in a vicious cycle. The AI-enabled workplace and a sharp rise in demand for green jobs are [only going to accelerate this problem](#).

A better way to help hiring managers deliver on their goals faster would be to lean instead into selecting candidates based on their transferable skills and ability to acquire new ones — both of which can be difficult to glean from a CV. This means many hiring managers can feel like they're taking "a leap of faith" when hiring from non-traditional routes (like selecting candidates with adjacent skills but without industry experience). What they really need is the data to predict whether a candidate will be able to learn the relevant industry expertise or hard skills quickly.

6

The shelf life of a skill is shrinking all the time

According to Boston Consulting Group, [the average shelf life of many skills is just 2.5 years](#). And in an AI-enabled world of work, we can expect that to shrink even further. If AI can now do many of the tasks that we previously needed a human to do, we need to know that the people we hire today are able to think critically about where they can add value vs where they can optimise, rapidly learn how to use new technology, and also learn new skills which AI doesn't possess. As well as regularly refreshing their skills.

The reality is now that any recruiter or hiring manager making a decision today needs to be confident that the talent they're hiring has the capability to consistently acquire new skills in the future. If we're selecting candidates based primarily on their experience, we don't have a good way of evaluating their ability to continue to upskill.

7

Most importantly — CV-based sifting takes TA teams 100s of hours and adds headcount

CV-based sifting reduces TA teams to being an admin function rather than a strategic one, spending time on menial activities that don't add true value instead of being able to really spend time on making improvements to their function and improving the ROI they're able to offer in exchange for their time.

And that was even before [ChatGPT and AutoApplyAI technology made every CV look the same](#) — now we hear of TA teams considering resorting to adding a new team member to manage the volume of applications. And in an age when TA teams are being asked to do more with less, this doesn't feel like a good investment.

As TA teams came across these challenges, the more pioneering leaders chose to move away from experience-centric hiring — a method closely linked to CV-based sifting (i.e. sifting candidates on their prior experience); and towards skills-based hiring (i.e. selecting candidates on their skills, not just their experience).

Note that skills-based hiring doesn't discount experience — as experience is a contributing factor to how we develop skills. Instead, it focuses on more accurately evaluating a candidate's potential to perform well in a role by testing their skill level (often through a series of tasks). This is instead of assuming they can do the job at hand, just because they've done it before.



The definition of a skill

A skill is the capability needed to complete a task, and therefore a job. Skills can be soft or hard and they are typically learned.

The benefits of skills-based hiring

Implementing skills-based hiring is a critical part of the journey to becoming a skills-led organisation — one that puts the development and deployment of its employees' skills at the heart of its strategic focus.

When the skills-based organisation is realised, businesses unlock the capability to *develop* talent with the right skills, *move around* talent with the right skills, and where necessary, *hire* talent with the right skills.

But there's one problem...

Many skills-based hiring processes are ineffective because they fail to evaluate candidates' ability to *acquire new skills*

There is one crucial component that many overlook on their pathway to becoming a skills-led organisation and it's this...

While TA teams can select people based on their *current skills* (transferable or otherwise), most don't have a good way of *predicting how well a candidate will be able to acquire new ones*. And in an age where the shelf-life of a skill is very short and decaying all the time, this is mission critical.

Therefore, at Arctic Shores, we believe an effective skills-based hiring process places as *much* importance (or sometimes more) on a candidate's ability to develop and acquire new skills, as much as their current skills.

Arctic Shores' definition of skills-based hiring

Skills-based hiring helps companies discover whether a candidate **has the ability to acquire new skills and/or has some of the relevant skills now.**

An **effective skills-based hiring** process must:

- ✓ Evaluate a candidate based on their current soft-skills, hard-skills, and — critically — **their ability to acquire future skills**, rather than their past experience
- ✓ Give candidates an opportunity to **show they have the potential to succeed in a role**, rather than simply telling you about it

It's this theory — alongside a wealth of other research ([detailed in the Appendix](#)) — that led us to evolve what we measure in our assessment.

Today Arctic Shores measures Skill-enablers™ — the three core factors which are most predictive of candidate potential in the AI era. And it's this change to what we measure that helps TA teams solve two problems:

- 1 **Simplifying skills-based hiring**, and facilitating the approach in months, not years
- 2 **Identifying candidates who will thrive in the AI-enabled workplace**, where role requirements are constantly changing and new skills need to be picked up quickly



Part 2

What are Skill-enablers™?

Skill-enablers™ predict candidates' potential to continuously adapt, grow, and acquire new skills

Skill-enablers™ are based on a decade's worth of innovation, over 3 million candidates assessed around the world, and billions of data points captured (including data on subsequent workplace performance); as well as comprehensive industry analysis on future workforce requirements from the likes of the World Economic Forum, McKinsey, and the National Foundation for Educational Research*.

From this analysis, we have developed a comprehensive picture of the core strengths and capabilities most predictive of success in the modern workplace. At the highest level, these can be grouped into: a candidate's **Thinking style**, how they **Self-manage** and how they **Interact with others**.

We call these Skill-enabler™ factors: three groups which dictate a candidate's ability to **continuously adapt, grow, and learn new skills** — the most critical things TA teams need to hire for to future-proof their selection process and guarantee they are hiring candidates who can stand the test of time.

The factors are the biggest, broadest way of thinking about the core strengths and abilities that enable success in the workplace — both now and in the future.

*For more information on the research underpinning our Skill-enabler™ model, see [the Appendix](#)

There are three factors most predictive of success in an AI-enabled workplace

Thinking style

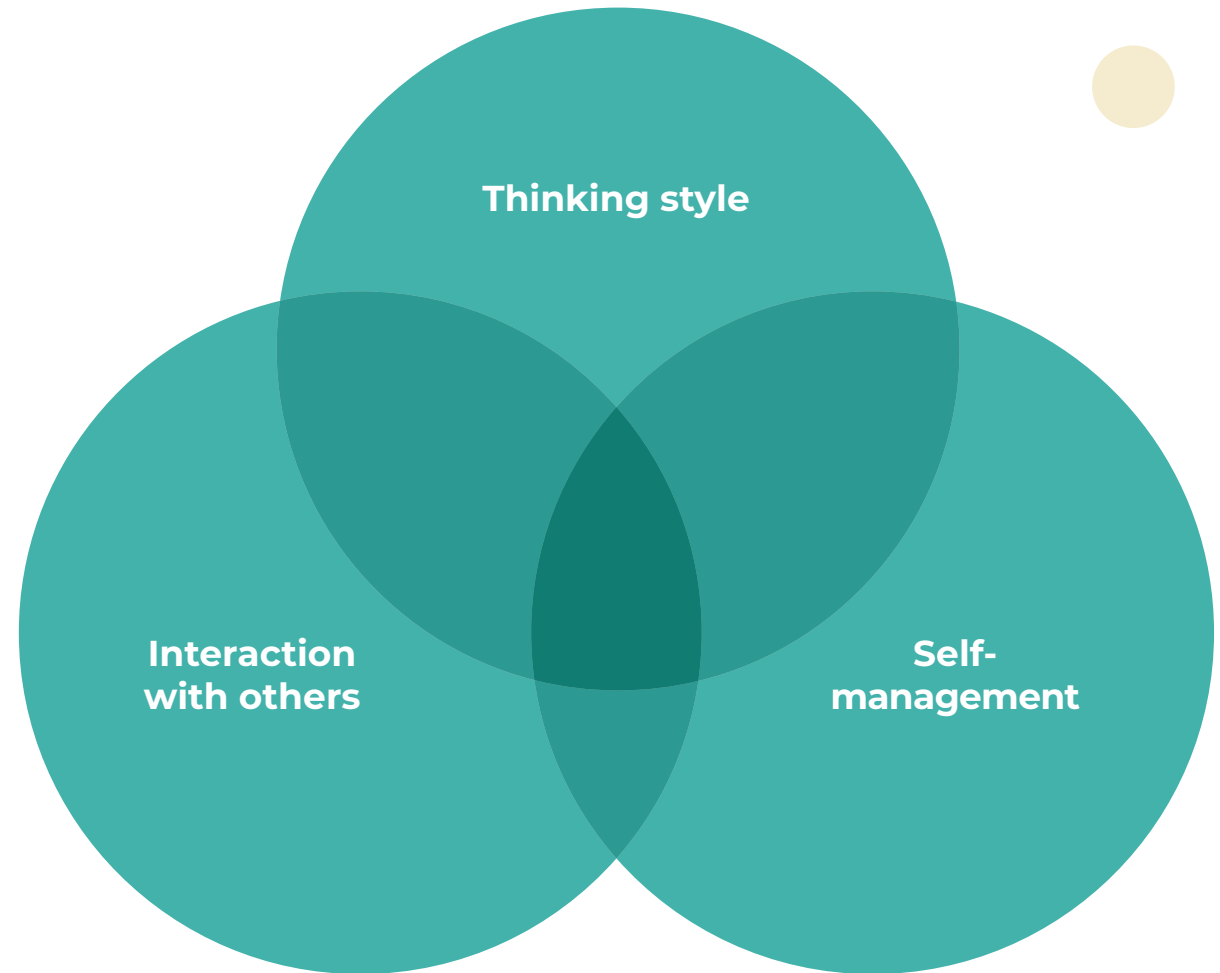
This tells us about a person's innate ability to acquire knowledge, adapt, think strategically or critically, solve complex problems, be curious, and make decisions.

Self-management

This tells us about how determined or persistent a person is, how well they might be able to focus or navigate challenges, what environment they might thrive in, and what level of emotional control they might display in challenging circumstances.

Interacting with others

This tells us about how well a person might collaborate, understand the emotions of others and grasp nuance, be perceptive to what's going on around them, and adapt their behaviours as a result.



When it comes to thinking about the role of Skill-enablers™, it's helpful to think of a person a bit like a tree

- Their leaves are their skills or experience — these are perishable and need to be constantly refreshed.
- Their roots, on the other hand, build a much richer picture of their ability to succeed. Roots are the core human traits — things like their ability to acquire new skills, solve novel problems, and adapt quickly to change.

We think of the roots as *Skill-enablers*™ — because they dictate how likely a person is to be able to learn new skills and navigate change.

Our data shows that evaluating Skill-enablers™ is most predictive of success — after all, a tree can only grow tall and develop leaves (Skills) if the roots (Skill-enablers™) are strong enough.

If you're evaluating Skill-enablers™ well, you'll know that whichever hire you make is going to be able to learn and relearn the skills they need — so even if they don't have the exact hard skills you need today, they'll be able to pick them up quickly.



Skills

Hard skills and soft skills are perishable and need to be continuously refreshed

Skill-enablers™

Thinking style, ways of interacting with others, and ability to self-manage dictate our ability to acquire future skills and navigate change



Part 3

How
Skill-enablers™
simplify skills-based
hiring *and* future-proof
it for the AI-enabled
workplace



Sifting for Skill-enablers™ allows TA teams to both radically simplify and future-proof their approach to skills-based hiring, fulfilling the pragmatic vision championed by [Josh Bersin](#).

“ We have this enormous interest in skills-based hiring, skills-based internal mobility, skills-based development, skills-based pay. All of which are centred on HR and HR initiatives and HR technology and HR infrastructure. But in reality, if we’re not focused on the business problem, we’re not going to be successful.

We’re now reaching a point where we have dozens of examples of companies that have done this in a pragmatic way. And hundreds of examples of companies that haven’t done it in a pragmatic way who are going to be frustrated. ”

Skill-enablers™ enable TA teams to quickly move along the pathway to becoming a skills-led organisation — while recognising that rapid skill decay and the introduction of AI to the workplace are going to drastically change what good looks like when it comes to skills-based hiring.

Here’s how they do that.

1

Skill-enablers™ facilitate a skills-based hiring approach in months, not years



You no longer need to implement a perfect skills taxonomy to embrace skills-based hiring

Sifting candidates based on their Skill-enablers™ allows TA teams to start skills-based hiring right away and layer in the skills taxonomy to the hiring process later — safe in the knowledge that any candidate selected today will be able to acquire the new skills required in the future. This allows TA teams to embrace skills-based hiring in the pragmatic way that [Josh Bersin](#) suggests we should all aspire to.



Skill-enablers™ speed up the transition to skills-based hiring — because they’re a simple concept every hiring manager can get behind

Our research shows that hiring managers see real value in selecting Skill-enablers™ and grasp the concept quickly. This means TA teams can accelerate their mission to move away from experience-based sifting and create impact faster.

2

Skill-enablers™ let you hire candidates with the potential to succeed in the AI-enabled workplace

According to Boston Consulting Group, the average shelf life of many hard skills is just 2.5 years — meaning employees will need to be able to learn, unlearn, and relearn new skills in a continuous cycle to survive. AI only exacerbates this need. Because it can do many of the tasks that we previously needed a human for, the people we hire today must be able to:

- Rapidly learn how to use new AI technology
- Learn new skills which AI doesn't possess
- Think critically about where they can add value

Skill-enablers™ fulfil this brief in two ways:



Sifting on Skill-enablers™ gives you confidence new hires will be able to learn and relearn new skills in continuous cycles

Because our new model is based on research into both current AND future workforce skill requirements, Skill-enablers™ allow any recruiter or hiring manager to be confident the talent they're hiring can consistently acquire new skills in the future, think critically, and demonstrate the human skills AI does not possess.

This focus improves retention, increases productivity, and reduces future performance management for employees who can't keep up.



You can be confident candidates with transferable skills can also acquire relevant hard skills quickly — overcoming skills shortages

For sectors facing a major skills shortage, where there aren't enough people with the right hard skills to go around, hiring candidates with the right transferable skills is a necessary but daunting option.

Evaluating a candidate based on their Skill-enablers™, however, means that hiring managers can be extra confident the talent they're hiring will have:

- The relevant transferable skills
- The ability to quickly acquire, and keep acquiring, the relevant hard skills
- The resilience to consistently adapt
- The interpersonal qualities required to collaborate and solve complex problems they'll no doubt face





Part 4

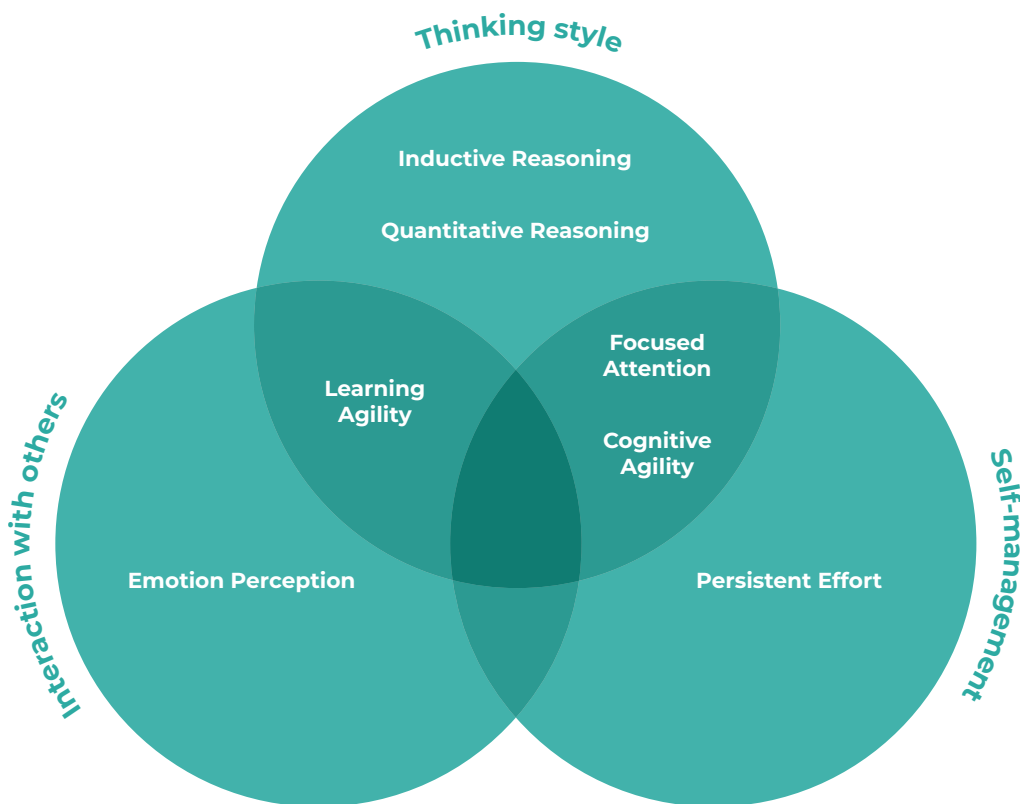
How we evaluate Skill-enablers™ within the Arctic Shores assessment

(and the benefits of
our approach)

What we measure

Seven Skill-enablers™ to uncover potential and predict success

Within the Arctic Shores product, we drill down deeper into the three core Skill-enabler™ factors to assess candidates on seven different Skill-enablers™. These are the facets of a person's Personality and Intelligence which align most tightly to the Skill-enabler™ factors and are most predictive of success for a given role.



1 Learning agility

The ability to learn from one's environment by understanding relationships between events and their outcomes. This helps us understand how well candidates are likely to learn intuitively from their experiences to acquire new and relevant skills or knowledge, recognise patterns in social dynamics to predict likely and expected behaviours and navigate uncertainty by anticipating how situations might develop.

Ours is the first ever task-based assessment for learning agility, providing faster, more accurate measures than traditional alternatives, like academic grades and cognitive ability tests.

2 Cognitive agility

The ability to shift focus, adapt to changing demands, and switch between different cognitive processes. This tells us how likely a person is to be able to adapt to new or changing demands, juggle different tasks, and analyse new information to inform strategic decisions or approaches.

3 Persistent effort

The willingness to apply continuous effort towards achieving a goal despite internal or external obstacles. This helps us understand whether a candidate is likely to achieve their goals through persistence and determination, if they'll remain composed in the face of setbacks or obstacles, and whether they're naturally predisposed to embracing challenges and trying out new approaches to get to a successful outcome.



4 Focused attention

The ability to regulate our automatic responses; including the control of attention, behaviour, thoughts and emotions to respond appropriately to situations. This tells us whether a person is able to remain focused and absorb new information, whether they're able to make quick but solid decisions in time-sensitive situations, and how well they're able to maintain a sense of control and focus in challenging situations.

5 Emotion perception

The ability to observe, identify and distinguish between emotions. This tells us whether a candidate will have a strong awareness of others and be able to collaborate effectively to contribute to positive team morale — even in challenging times. It helps us understand how perceptive a candidate is to their surroundings and how well they can grasp the dynamics of a situation, how much they consider others' feelings to inform their own actions and behaviour, and how open they are to different perspectives when it comes to creating new ideas.

6 Inductive reasoning

The ability to identify patterns, understand rules, and apply knowledge in new situations. This helps us understand how well candidates are likely to identify new solutions to complex or novel problems, to acquire new knowledge and apply it to situations they've never encountered before, how critically they evaluate information to make reasoned judgements, and their ability to identify trends or patterns — and to think ahead to make logical decisions.

7 Quantitative reasoning

The ability to reason about numerical relations or concepts (with or without numbers). This tells us how likely a candidate is to succeed at interpreting quantitative data and solving quantitative problems by applying mathematical concepts.

How we measure

The Arctic Shores assessment uses Tasks not Questions to evaluate Skill-enablers™

While most traditional psychometric assessment providers use self-report methods to evaluate candidate potential, the Arctic Shores assessment uses Tasks.

Traditional psychometric assessments typically use self-report methods (i.e. questionnaires) to evaluate personality, relying on candidates' self-perceptions. These can be biased by overestimating their traits and abilities, or underestimating them as is more commonplace among women and underrepresented groups.

Aptitude tests aim to measure cognitive abilities or intelligence with a binary right-or-wrong system, which may not capture the nuances of an individual's abilities.

Situational Judgment Tests evaluate responses to job-related scenarios, scoring from most to least appropriate — but they rely on candidates being accurate and honest about their responses.

And ALL question-based assessments have been [shown to be very vulnerable to completion by AI](#) tools. For example, ChatGPT can:

▶ **Outperform 98.8% of human candidates**
in verbal reasoning tests

▶ **Scores in the 70th percentile**
on Situational Judgement Tests

▶ **Ace question-based Personality Assessments**
for any role, by simply reading the job description.

Question-Based

5%

How true is this about you?

< I am resilient under pressure and bounce back from setbacks >

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Slightly disagree
- ☐ Neutral
- ☐ Slightly agree
- ☐ Agree
- ☐ Strongly agree

Task-Based

Stop the rotating area on the highlighted number by pressing the spacebar

Stop Next level



Arctic Shores on the other hand use a series of interactive and engaging Tasks to evaluate candidates Skill-enablers™. Tasks are built on a clinical, neuroscientific model that aligns with the pure ethos of skills-based hiring — to ask candidates to show us how they would respond in a certain scenario by completing a series of tasks vs simply *telling* us about how they think they would.

We designed our assessment so that we would be able to score every single move a candidate makes rather than a binary right or wrong answer — a bit like scoring a candidate sitting an exam on their final answer, *and* their workings out.

This allows us to capture up to 6,000 data points per candidate (vs just a few hundred for question-based assessments), which gives us a richer, more accurate, and more holistic picture of a candidate's potential to adapt, learn and grow than might be possible in a question-based assessment.



If you'd like to learn more about this, [click here to read our report on 'The impact of AI on recruitment and what to do about it'.](#)

We offer one assessment which can be configured to assess for almost any type of role

As we've already covered, our Skill-enabler™ model allows TA teams to evaluate many different facets of Personality and Aptitude (a proxy for Intelligence) through a new lens — focusing only on those most critical for predicting performance in the AI-enabled workplace.

We do this through just one assessment. This is because an emerging body of increasingly rich research shows that – contrary to how most traditional, question-based assessment providers assess them – Personality and Intelligence are not in fact distinct entities (DeYoung, 2020*) and that evaluating them together gives us a more accurate, and holistic view of how candidates really think, learn, and are likely to behave.



Your Personality impacts your level of Intelligence and vice versa.

Think of it this way — none of us succeeds at learning a new skill just because we have a certain aptitude for it, but because we've persisted and stayed determined; we've experimented and failed and tried again; we've been able to understand the nuance in executing the skill; or we've been able to watch and learn from others, to see how they responded to our execution, and iterate.

Today most traditional psychometric providers offer assessments to measure these things separately (either via Personality Assessments or various Aptitude tests like verbal or numerical reasoning). This is partly because it's hard to ask questions that will help you evaluate both entities together.

However, via our Task-based design, we can assess both through one assessment. For TA teams who previously needed two or even three assessments to evaluate Personality and Aptitude, sifting for Skill-enablers™ with Arctic Shores means you now only need one.

*DeYoung, C. G. (2020). Intelligence and personality. In R. J. Sternberg (Ed.), The Cambridge handbook of intelligence, Second edition (pp. 1011–1047). New York: Cambridge University Press. [PDF]



This allows you to capture a much truer picture of a candidate's innate strengths and build a holistic picture of how people are likely to think, interact, and self-manage in a way that is beyond the reach of many traditional, question-based psychometric assessments.

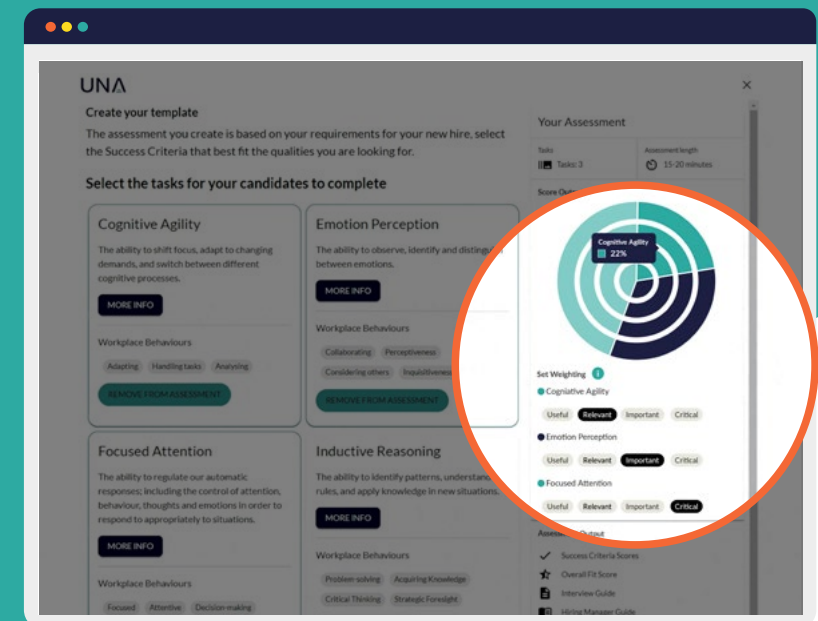
This also removes the need to buy multiple assessments, while still being able to tailor your assessment to many different types of roles.

Within our assessment, the following features enable this.

Select the importance of each Skill-enabler™ so you can easily tailor the assessment for any role

As well as selecting the Skill-enablers™ that most closely predict performance, you also have the option to weight each Skill-enabler™ to reflect the nuances of different roles and levels of responsibility. There are 15,000 possible configurations — meaning that through one assessment, you could easily select for hundreds of roles.

For example, if you're hiring for an HR role and the ability to perceive and respond to emotions is really important then you can weight it highly. If you're hiring for a sales representative and persistent effort is more important, you might weight that more highly too.



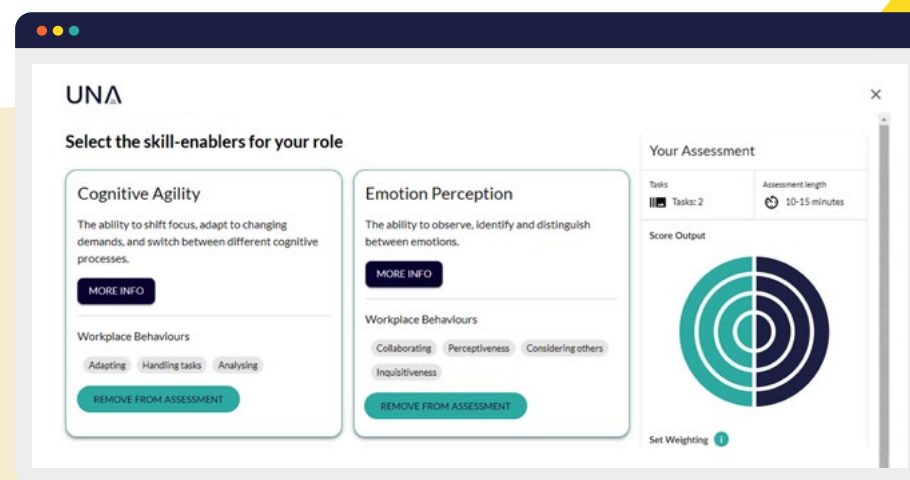
Vary the assessment length by selecting only the most critical Skill-enablers™ for your role and the level of commitment your candidates will have

Our customers experience industry-leading completion rates of around 80% when evaluating all seven Skill-enablers™ in an assessment, which takes 25-35 minutes to complete. But we know there are some roles where a shorter assessment may be required.

Perhaps you're hiring for "lower-commitment" roles like customer service agents or you're operating in a hyper-competitive environment and still have some work to do on your employer brand.

The way our Skill-enablers™ are built into our assessment allows them to be used together or standalone, meaning that you can now offer a shorter assessment for some roles — where you may also care most about one or two Skill-enablers™.

For example, if you care most about a person's ability to shift their focus, adapt to changing demands, and perceive emotions then you only need to select two Skill-enablers™, which can be delivered in a 10-minute assessment.

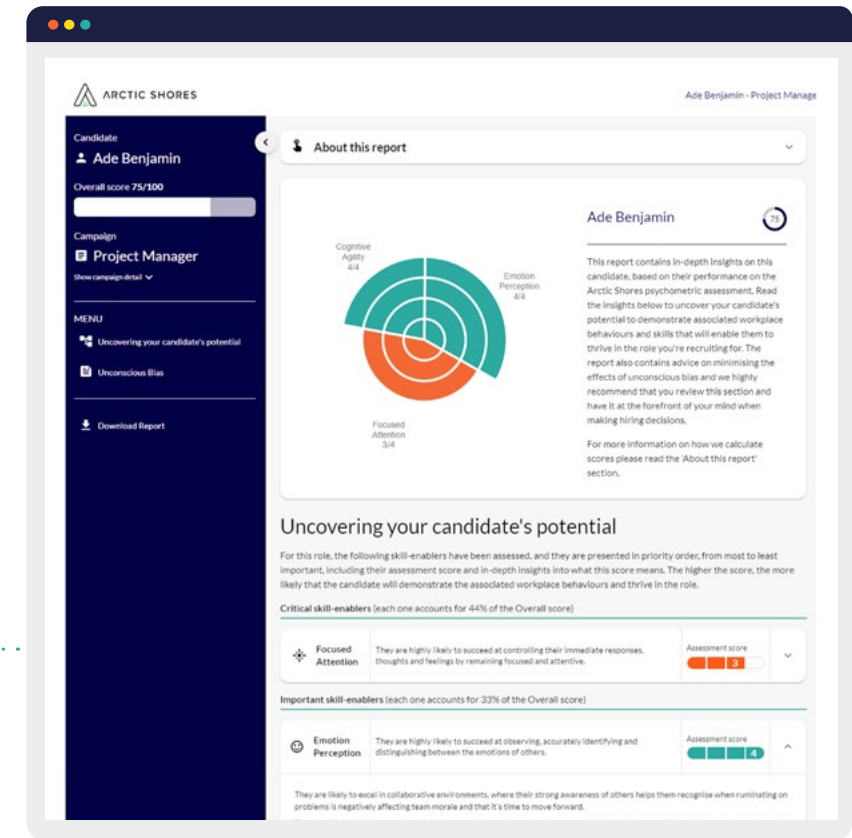
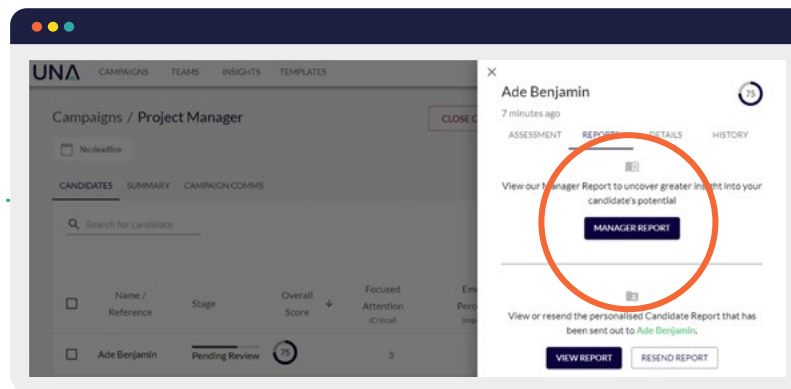
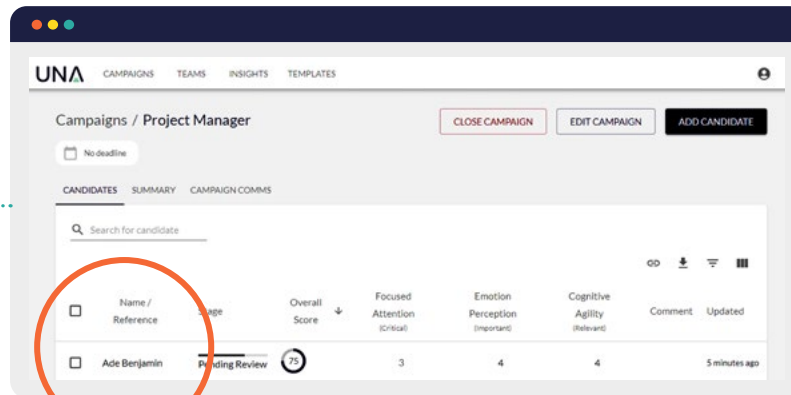


Our intuitive user experience helps every hiring manager and every TA team hit the ground running

Many psychometric assessments require you to complete a three month training course and sit an exam to be able to select or interpret them. With just light onboarding, we let any TA team and, most critically, any hiring manager easily see which Skill-enablers™ are available to them and understand the workplace behaviours they predict.



These are then simply translated into areas for future probing in our industry-leading manager reports and interview guides to ensure a truly rich, value-add experience for hiring managers throughout the entire recruitment process and onboarding.



Part 5

**Which roles
does Skill-enabler™
based sifting
apply to?**

5

Skill-enabler™ based sifting can add value to almost every role

We believe that Skill-enabler™ based sifting adds value wherever TA teams and hiring managers want to either:

1

Simplify skills-based hiring and facilitate the approach in months, not years

2

Accurately identify candidates with the potential to succeed in the AI-enabled workplace



This covers almost every modern selection process. Regardless of whether you need a candidate to have a technical qualification to perform a role or a certain set of experience is a must-have, that person is still likely to need to keep their skillset up to date by regularly refreshing their skills (given the shrinking shelf life of skills identified by **Boston Consulting Group** and others).

Roles where Skill-enabler™ based sifting adds particular value

Skill-enabler™ based sifting can add particular value to roles where:

1

You receive a high volume of applications that you're struggling to manage — perhaps across Early Careers or almost any other type of role and need a more scalable sifting method

2

You want to improve candidate quality — for example, candidates are consistently not matching up to their CV or their question-based assessment scores and you need a more accurate, richer way to sift

3

You're facing a skills shortage and need to open up to alternative talent pools — while still having confidence that candidates with adjacent or transferable skills will have what it takes to upskill quickly

4

You need to improve the diversity of your shortlists — perhaps experience-centric hiring is holding your business back from achieving an equitable process and/or well-balanced and representative shortlists

5

You simply want to be confident that candidates will be able to adapt, learn, and grow with your organisation at a time of rapid skill decay

That said, there are likely exceptions or adaptations you need to make for some roles.

Additional considerations if candidates must have technical qualifications

In some scenarios, selecting candidates who have a very specific set of technical qualifications may be necessary. In this case, while Skill-enabler™ based sifting can give you confidence that candidates will be able to refresh their skills, you may want to add an additional step before inviting them to take part in an assessment — for example, to ask if they have the qualifications required or by asking them to complete a technical test.

Additional considerations for very senior roles

For some senior hires, depending on their remit, you might need to know that the candidate has been there and done it before or you may be relying on sourcing. In this scenario, Skill-enabler™ based sifting is likely not something you would want to add to the process.



Conclusion



Look at any HR analyst whitepaper, trends report, or vendor webinar, and one thing becomes very obvious: almost every company is now trying to become a skill-led organisation.

Our research shows that to make that transition, we have to rethink and redesign traditional recruitment processes, which were created for a very different era.

We like to think of those traditional processes (experienced-based hiring and even question-based assessments) like a horse and cart. They'll get you from A to B, but the ride is slow and uncomfortable — and if the horse decides to stop, there's very little you can do to get it going again.

When using Skill-enablers™, however, the journey towards skills-based hiring and becoming a skill-led organisation feels more like travelling in an electric vehicle. It's fast and smooth. And if you hit any potholes along the way then getting back on course is as simple as changing a tyre.

The point is that traditional recruitment processes are built on huge degrees of complexity *that are not scalable*. In particular, skills taxonomies and frameworks comprising dozens, hundreds or even thousands of skills. All of this information is overwhelming for TA teams — **let alone for hiring managers, who are equally time-poor and stretched**, and who crave a more straightforward approach.

We've designed the Skill-enabler™ model to address this problem. By having just three factors of Skill-enablers™, everyone can understand the concept quickly and easily, simplifying your approach and shrinking the time it takes to deliver skills-based hiring at your company to a few months, rather than years.

At the same time, Skill-enablers™ come with enough R&D under the bonnet to ensure the candidates you're selecting today are the same people who'll be performing tomorrow, and the next day — as AI and new technologies continue to reduce the lifespan of individual skills.



What to do next

If you have any questions about this guide or would like to discuss our assessment and other services in more detail, we'd love to hear from you. Please email hello@arcticshores.com

If you haven't read our Playbook on skills-based hiring then we encourage you to check out the link below. It is the most comprehensive resource on how to redesign your recruitment process pragmatically, with Skill-enablers™ at the centre.



A pragmatic approach to skills-based hiring

The pragmatist's playbook for skills-based hiring: helping TA leaders navigate a new era of recruitment.

We've combined a decade's worth of our own experience in helping companies move away from experience-based hiring and towards potential-focused hiring, with advice from disruptive TA leaders at the forefront of our industry, to bring you the most practical, pragmatic playbook on skills-based hiring published to date.

This playbook is designed to give you research-backed, practical, validated advice curated from the likes of Siemens, Molson Coors, the Department of Education, and many more.



Read more about our approach to skills-based hiring, and our seven-step process to implementing it, in [The pragmatist's playbook for skills-based hiring: helping TA leaders navigate a new era of recruitment](#)



Appendix

**Deep dive into
the research and
science behind the
Skill-enabler™
model**

In this section, we outline our research and analysis that led to the creation of the Skill-enabler™ factors and the Skill-enablers™ themselves. This section may be most of interest to Occupational Psychologists.

Two years ago, our Research and Development team started a discovery process with three questions they wanted to answer as they set out to break new ground in re-evaluating what we measured and how we could support our customers best.

1

What skills and behaviours does the **market** believe it needs from employees for them to operate successfully in the **future of work**?

2

How does the data about what we'll need from the workforce in the future **intersect** with the skills and behaviours that **employers want today**?

2

What does **data** we collected over ten years from 350 organisations and how those people performed in the roles tell us about **which psychological constructs are most valid, reliable and predictive of workplace success**?



Our research process

Chartered Occupational Psychologists and Cognitive Scientists in our team set out to deliver objective, evidence-based findings that would help us inform and update our model for the future world of work.

They planned the scope of work collaboratively but conducted analysis independently to avoid bias creeping from one stream of analysis into the other.

Only once the findings from each stream had been presented did the team begin reviewing overlaps and alignment between findings in earnest.



Analysing industry research reaffirmed that in the future of work, human strengths and skills reign supreme

Our R&D team conducted an extensive review of research and analysis published by renowned industry bodies and analysts such as the World Economic Forum and Deloitte across the following sources.

World Economic Forum (WEF)

The following reports identify the emerging trends and skills necessary for a rapidly evolving job market.

[The Future of Jobs Report 2020 and the top 10 skills for 2025](#)

[These are the top 10 job skills of tomorrow — and how long it will take to learn them](#)

[18 future skills for the workforce of tomorrow — further analysis of WEF data from Indeed](#)

[WEF forecasts on the evolution of the labour market](#)

McKinsey & Company

[McKinsey's research](#) identifies the skills citizens will require to navigate digital transformations and the future world of work more broadly.

Deloitte

Deloitte's white papers build on WEF research with an analysis of the role of core strengths and capabilities in helping employees adapt for the future of work.

[Skills change, capabilities endure — why fostering human capabilities first might be more important than reskilling in the future of work](#)

[Building the future-ready workforce — unleashing the potential of your organization and people](#)

National Foundation for Educational Research

[The Skills Imperative 2035: what does the literature tell us about essential skills most needed for work?](#) This source offers a reference point combining various evidence bases, including job advert data trends and literature reviews, to forecast future skill requirements.

We organised our review of these sources into a qualitative thematic analysis which allowed us to identify what these papers collectively believe employers need to select for to ready themselves for the future of work.

Despite varying terminologies and methodologies, almost every analyst suggested that what would be most critical for the future of work was a combination of core human strengths, abilities, and skills, which fall into the following three clusters:

▶ **Interpersonal**

Essential for effective collaboration and leadership.

▶ **Self-management**

Crucial for managing oneself and adapting to change.

▶ **Cognitive**

Vital for problem-solving, decision-making, and strategic thinking.

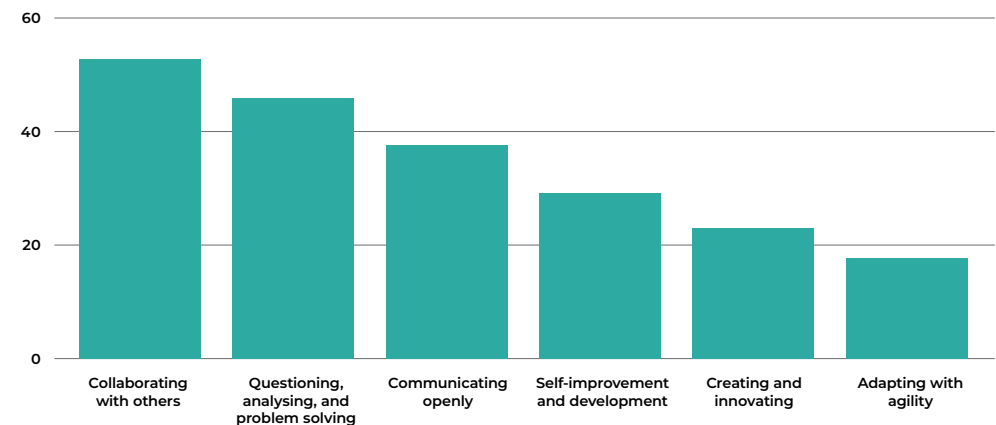


In short, the data tells us all future workplaces will require people who work well with others, can be resilient and adapt to change, and are comfortable thinking through problems. This formed the foundations of what we describe today as the Skill-enabler™ factors.

Analysing competency frameworks reaffirmed that employees also see value in selecting based on the qualities that underpin the Skill-enabler™ factors

Our analysis revealed a **strong alignment between the competencies valued by our customers and the clusters of strengths and abilities identified in our thought leadership review:** interpersonal, self-management, and cognitive ability.

Analysis of 14 competency frameworks reveals interpersonal, self-management, and cognitive ability as critical capabilities required today



*The top six themes are presented in this graph. The total number of themes identified was 36.



While this wasn't a radical finding, it did offer validation for both Arctic Shores and our customers that — just as we've seen for the last decade — in a world where digitisation and automation are continuing to advance (albeit even more rapidly in the age of AI), we need to value human strengths and capabilities above all else.

Our own assessment data

Here we set out to understand the qualities most predictive of workplace performance and where we already measured Skill-enablers™



Having established the three broad Skill-enabler™ factors that predict current *and* future workplace success, we analysed our own assessment data to establish which assessment criteria people were commonly selecting, which were most predictive of performance, and where we could refactor our assessment measures to analyse Skill-enablers™ and support customers in future-proofing their selection process and improving their skills-based hiring process.

We started looking at our own data. Over the past decade, we have collected billions of data points from over **3 million candidate assessments, generating thousands of data points per candidate**, as well as data on subsequent workplace performance.

We analysed the data taken from this pool of candidates, focusing on those who had taken our assessments multiple times to gauge insights into the stability and reliability of the measured constructs over time. Our cognitive scientists then employed data science techniques to explore the underlying structures in the data.

We also analysed candidates' responses to various self-report assessments, which played a crucial part in our validation process to build construct validity evidence.

And all this across a wide range of job roles and sectors, giving us a lot to analyse.



Our data analysis helped us identify underlying factors that are critical for success in the modern workplace.

We found these factors showed strong alignment with our thematic findings, which provided a robust basis for developing our assessment — and painting a scientific picture of candidates' potential to develop skills they don't currently have.

This approach ensures that our Skill-enabler™ model is theoretically sound, as well as empirical and data-driven.

[Click here](#) for a deep dive into our validity and reliability analysis.



[Listen to this episode of the TA Disruptors](#) podcast with Luke Montuori (Senior Psychometrician) and Sanchia Dennis (Senior Applied Psychologist), where they unpack the science and research which informed the development of the Skill-enabler™ model.

Our new set of analyses enabled us to re-evaluate our validity and reliability and in all cases, achieve validity and reliability above the standard industry thresholds — meaning that anyone using the Arctic Shores Skill-enabler™ model to sift can have confidence that it is predictive and reliable.



Measure	Industry standard*	Arctic Shores performance
Construct validity	0.3	From 0.3 to 0.66 depending on the task (Skill-enabler™ measure being utilised)
Criterion validity <i>*The relationship between scores on our assessment tasks and on the job performance</i>	0.2	From 0.33 to 0.67 , achieved with a number of different customer validation projects using line manager rating forms and on the job performance data
Internal consistency reliability	0.7	From 0.7 to 0.88 depending on the task
Test-retest reliability	0.6 (for low stakes data)	From 0.62 to 0.71 depending on the task

*Kaplan & Saccuzzo, (2017); AERA, APA & NCME (2014) ; Kline (2013).



In the age of Generative AI and a rapidly shifting requirement for skills, Arctic Shores gives you the power to uncover human potential and see more in people than you can from a CV or application form.

Our next-generation selection platform uses tasks (which provide 100X more data points than questions) to help identify the candidates with the greatest potential to be successful in your organisation. Our transparent and validated matching model widens talent pools and delivers diverse and high potential candidates in any economic climate.

Proven to counter natural bias during the recruitment process and build the diverse, successful workforce of tomorrow, our task-based assessment widens talent pools and unearths high-quality candidates in any economic climate.

We've given over 3 million candidates worldwide something different: a stress-free, unbiased candidate experience that truly rewards them for their time. Join the 350 talent disruptors leading the way in the CV-less hiring revolution, including Vitality, [Molson Coors](#), [Burness Paull](#), Amazon, TalkTalk and [Siemens](#).

[Find out more here.](#)