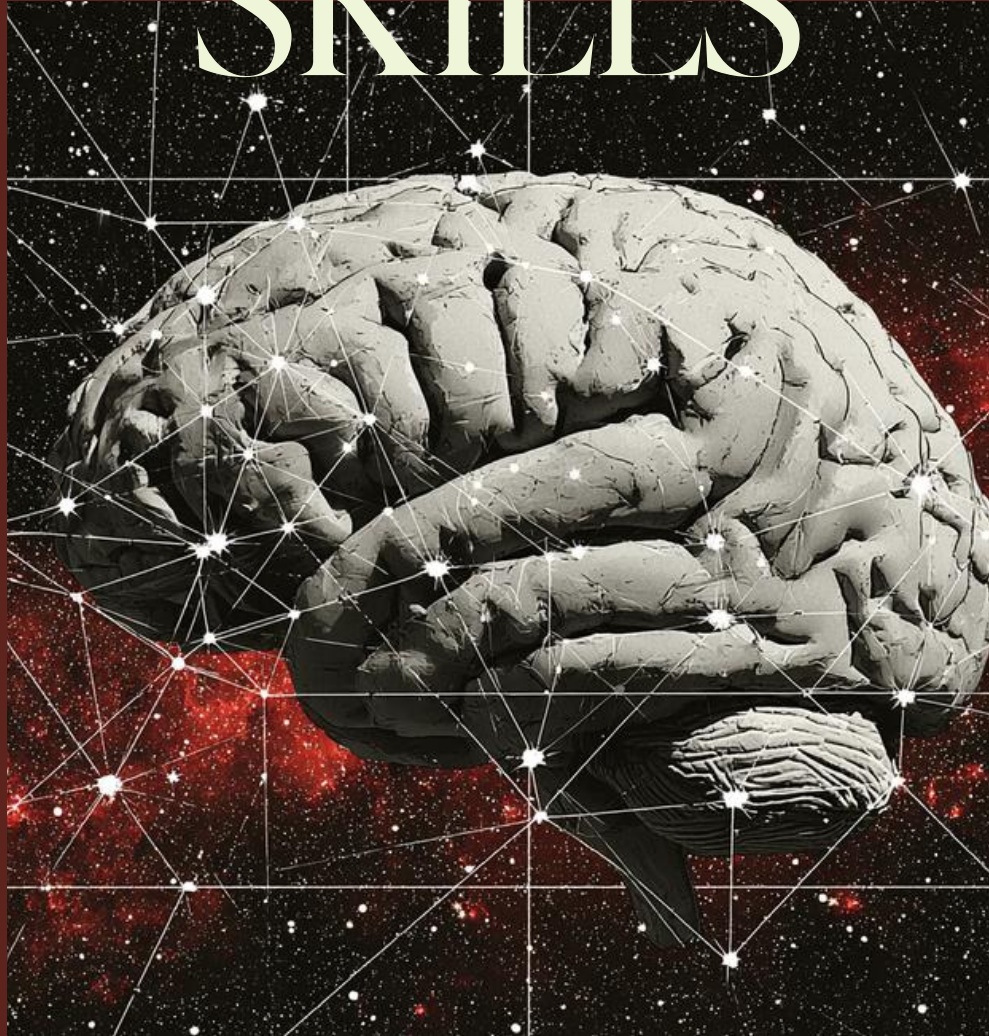


THE WEALTH *of* SKILLS



TURNING CAREER GROWTH INTO
FINANCIAL FREEDOM



The REAL WEALTH: Investing in SKILLS for LIFELONG RETURNS

OPPORTUNITIES

SKILLS

Yes, **financial wealth** is important. But, money can be lost. **Markets crash, inflation eats away at savings, circumstances change in ways we can't control.**

But there's another form of wealth; that travels with you from job to job, industry to industry, even through life's twists and turns.

It's your skills.



CONVENTIONAL WISDOM

Save *Invest* Retire

ONE-DIMENSIONAL
DEFINITION OF WEALTH.

- THIS MODEL ASSUMES **STABILITY** (LIFELONG CAREERS, PREDICTABLE MARKETS, LINEAR PROGRESSION).
- IT IGNORES THE FACT THAT CAREERS NOW SPAN MULTIPLE INDUSTRIES, TECHNOLOGIES, AND **DISRUPTIONS**.

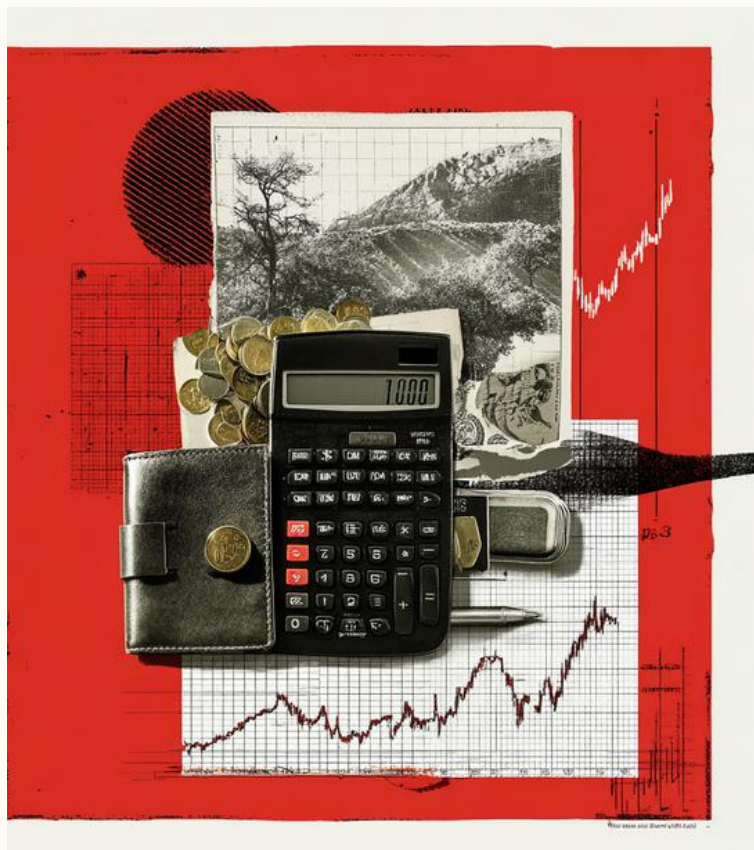
WHAT DOES THIS MEAN FOR
YOU?



“INVEST FOR / IN YOUR FUTURE”

Are we only talking about money?

Or are we also talking about what we can do, what we can
create, what we can contribute?



THE HALF-LIFE OF SKILLS IS SHRINKING

Help Your Employees Develop the Skills They Really Need

by Greg Satell, Abhijit Bhaduri and Todd McLees

October 6, 2023



Steve Chenn/Getty Images

Summary. The future of work will not be determined by technology, but by creating the right mix of education, exposure, and experience needed to develop skills and put them to work, creating a vastly more productive workplace and economy. In this article, the... [more](#)

In an age of disruption, the only viable strategy is to adapt, and that has never been more true than it is today. A generation ago, the half-life of the value of a skill was approximately 26 years. Now the half-life is often less than five years. So, it is perhaps not surprising that, globally, corporations are expected to invest more than \$380 billion in learning and development programs this year.

Yet we need to do better. We know that, after decades of trying, skills related to lean manufacturing, agile development and overcoming unconscious bias, just to name a few, are woefully under-adopted in most organizations. In fact, a recent report by McKinsey found that 87% of firms surveyed expect to have a skills gap in the next five years.

More training is not the answer. We can't simply send employees to workshops focused on whatever proficiency is fashionable at the moment and expect to get results. What is essential is to build coherent skills-based strategies. We must think seriously about which specific skills are to be targeted, who has to learn them, and what mix of education, experience, and exposure will be effective to create the skills-based organizations we need to meet the challenges of the future.

ANDERS ERICSSON, WHO HAS SPENT DECADES RESEARCHING EXPERTISE, POINTS TO THE IMPORTANCE OF DELIBERATE PRACTICE IN DEVELOPING WORLD-CLASS PERFORMERS. MERE INSTRUCTION IS NOT ENOUGH, YOU ALSO NEED TO:

- PRACTICE SKILLS
- IDENTIFY AREAS FOR IMPROVEMENT
- RECEIVE COACHING.

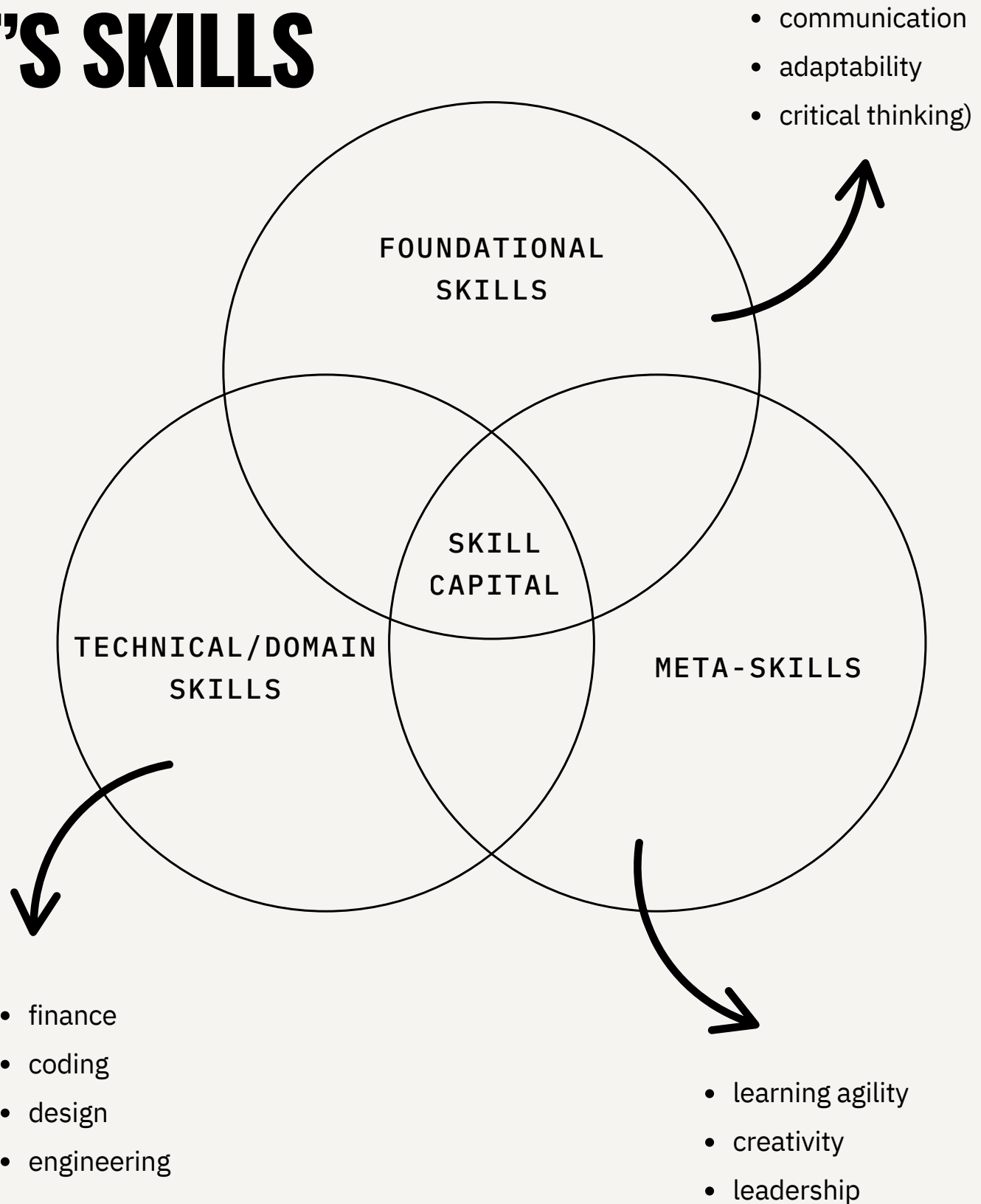
IT IS THIS COMBINATION OF EDUCATION, EXPERIENCE, AND EXPOSURE THAT IMPROVE PERFORMANCE.

10% Formal Instruction (Education): This portion of the learning strategy involves structured educational experiences, such as the storytelling workshops the Wipro executives attended at night. Other examples include webinars or in-person courses that focus on specific skills.

20% Social Learning (Exposure): Social learning involves learning from others. This is the role the professional storytellers played in the Wipro example. Other options include mentoring, coaching, or peer-to-peer interactions. For example, setting up a mentorship program within an organization can help employees learn from more experienced colleagues. Regular team-building activities can also foster a culture of continuous learning and help improve skills.

70% Learning in the Flow of Work (Experience): This is the most significant part of the learning strategy. It involves learning on the job through real-life experiences and tasks. For example, employees can improve their problem-solving skills by working on complex projects. Regular feedback sessions can help employees reflect on their performance and identify areas for improvement. When the participants of the storytelling workshop continued to teach their own colleagues and apply it in their business pitches and reviews, they got precious hands-on experience that deepened their storytelling skills.

YOUR PORTFOLIO ISN'T JUST STOCKS. IT'S SKILLS





THE VALUE OF A SKILL IS NOT
FIXED – IT DEPENDS ON HOW WELL
IT COMPLEMENTS OTHER SKILLS.

A SKILL IS MORE ECONOMICALLY
VALUABLE WHEN:

Demand is high and supply is low.

*It connects to many other skills (number of
complements).*

Those complements are diverse (cross
domains, not just more of the same).

Those complements are themselves high-
value skills



CAREER ADVANCEMENT ISN'T
JUST ABOUT LEARNING THE
HOTTEST SKILL – IT'S ABOUT
STRATEGICALLY LAYERING
SKILLS TO INCREASE YOUR
MARKET VALUE.



Economics > General Economics

[Submitted on 4 Oct 2022 (v1), last revised 16 Nov 2023 (this version, v4)]

What is the Price of a Skill? The Value of Complementarity

Fabian Stephany, Ole Teutloff

The global workforce is urged to constantly reskill, as technological change favours particular new skills while making others redundant. But which skills are a good investment for workers and firms? As skills are seldomly applied in isolation, we propose that complementarity strongly determines a skill's economic value. For 962 skills, we demonstrate that their value is strongly determined by complementarity – that is, how many different skills, ideally of high value, a competency can be combined with. We show that the value of a skill is relative, as it depends on the skill background of the worker. For most skills, their value is highest when used in combination with skills of a different type. We put our model to the test with a set of skills related to Artificial Intelligence (AI). We find that AI skills are particularly valuable – increasing worker wages by 21% on average – because of their strong complementarities and their rising demand in recent years. The model and metrics of our work can inform the policy and practice of digital re-skilling to reduce labour market mismatches. In cooperation with data and education providers, researchers and policy makers should consider using this blueprint to provide learners with personalised skill recommendations that complement their existing capacities and fit their occupational background.



THE COMPOUNDING EFFECT OF SKILLS

communication + technical = leadership.

creativity + adaptability = innovation.

THE MORE DIVERSE AND COMPLEMENTARY
YOUR SKILLS, THE MORE VALUABLE YOU
BECOME.



STRATEGIC LEARNING BEATS
ENDLESS LEARNING.

HOW WOMEN INVESTORS & PROFESSIONALS CAN APPLY THIS

Situation	Smart Next Move
In admin or support roles	Learn some basic data or AI tools (like Excel upgrades, dashboards, or ChatGPT) so you can move into higher-paying roles in business, tech, or finance. These skills are in demand and help you stand out.
Working in marketing or creative fields	Add some simple analytics or coding skills (like Google Analytics, SQL, or Python for beginners). Blending creativity with data can multiply your earning power and make you indispensable.
In finance or legal	Strengthen your storytelling, digital, or AI skills to become the person who can explain complex things clearly and lead bigger conversations. This builds your credibility and leadership profile.
Already technical	Build your “soft power” — things like business strategy, leadership, or financial know-how. This is what turns a great technician into a trusted decision-maker.
In philanthropy or nonprofit, looking to move to private sector	Add financial or data skills to your existing mission-driven experience. Show you can work with both heart and numbers — a combination the private sector loves.
Comfortable but bored	Look around for emerging areas (like AI, sustainability, or product strategy) and add one skill from that world. A small pivot can reignite your career without starting over.
In healing, coaching, or service industries	Learn basic digital or data tools so you can scale your impact — for example, using AI to personalize client programs or track results. Or add a finance or strategy layer to move into corporate wellness or leadership roles.
Early career / not sure where to focus	Pick one strong foundational skill (like data, tech, or AI tools) and pair it with something you genuinely care about. That mix gives you both flexibility and direction.



LET'S LOOK AT THE RESEARCH





SKILL INVESTMENT PAYS DIVIDENDS

SKILLS = STRONG WAGE PREDICTOR

Soft Skills Matter Now More Than Ever, According to New Research

by Moh Hosseinioun, Frank Neffke, Hyejin Youn and Letian (LT) Zhang

August 26, 2025



Illustration by Harriet Lee-Merrion





SKILL INVESTMENT PAYS DIVIDENDS

MULTIDIMENSIONAL SKILL PROFILES = HIGHER EARNINGS

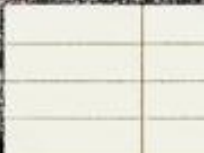
Economics > General Economics

[Submitted on 27 Sep 2024 (v1), last revised 7 May 2025 (this version, v2)]

Multidimensional Skills on LinkedIn Profiles: Measuring Human Capital and the Gender Skill Gap

David Dorn, Florian Schoner, Moritz Seebacher, Lisa Simon, Ludger Woessmann

We measure human capital using the self-reported skill sets of nearly 9 million U.S. college graduates from professional profiles on LinkedIn. We aggregate skill strings into 48 clusters of general, occupation-specific, and managerial skills. Multidimensional skills can account for several important labor-market patterns. First, the number and composition of skills are systematically related to measures of human-capital investment such as education and work experience. The number of skills increases with experience, and the average age-skill profile closely resembles the well-established concave age-earnings profile. Second, workers who report more skills, especially specific and managerial ones, hold higher-paid jobs. Skill differences account for more earnings variation than detailed measures of education and experience. Third, we document a sizable gender gap in skills. While women and men report nearly equal numbers of skills shortly after college graduation, women's skill count increases more slowly with age subsequently. A simple quantitative exercise shows that women's slower skill accumulation can be fully accounted for by reduced work hours associated with motherhood. The resulting gender differences in skills rationalize a substantial proportion of the gender gap in job-based earnings.





SKILL INVESTMENT PAYS DIVIDENDS

COMPLEMENTARY SKILLS BOOST VALUE

[Submitted on 4 Oct 2022 (v1), last revised 16 Nov 2023 (this version, v4)]

What is the Price of a Skill? The Value of Complementarity

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BUILDING A BRIDGE TO A HIGH-VALUE CLUSTER” — WHAT IT REALLY MEANS

**BUILDING A BRIDGE
MEANS ADDING ONE
OR TWO CAREFULLY
CHOSEN SKILLS
THAT CONNECT YOUR
CURRENT ISLAND TO
A MORE VALUABLE
HUB**

**Current Skill
Hub**

**Satellite Skill
Hub**

**Satellite Skill
Hub**

LOWER PAY,
LESS DEMAND

**Satellite Skill
Hub**

**Satellite Skill
Hub**

**Satellite Skill
Hub**

HIGH PAY,
STRONG DEMAND

THESE BRIDGE SKILLS, MAKE THE
ORIGINAL SKILLS MORE VALUABLE



Admin / Support

EXCEL → DATA
VISUALIZATION



Business Intelligence /
Operations



Nonprofit Fundraiser

IMPACT MEASUREMENT +
FINANCIAL ANALYSIS



ESG / Impact
Investing



Marketing Strategist

PYTHON FOR DATA / SQL /
AI TOOLS



Marketing Analytics
Tech Strategy



Life Coach

DIGITAL SYSTEMS + AI
PERSONALIZATION



Corporate Wellness
Scalable Online
Business



SKILL INVESTMENT PAYS DIVIDENDS

LABOR MARKET SHIFT

Skills-Based Hiring Is on the Rise

by Joseph Fuller, Christina Langer and Matt Sigelman

February 11, 2022



Burazin/Getty Images



Gift Article



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Print

Summary. Two decades ago, companies began adding degree requirements to job descriptions, even though the jobs themselves hadn't changed. After the Great Recession, many organizations began trying to back away from those requirements. To learn how the effort is going, the authors studied more than 50 million recent job announcements. The bottom line: Many companies are moving away from degree requirements and toward skills-based hiring, especially in middle-skill jobs, which good for both workers and employers. But more work remains to be done. [close](#)

When Skill Investment FAILS

01

NOT EVERY CREDENTIAL PAYS OFF

WSJ found that only 1 in 8 non-degree credentials led to meaningful pay gains. Translation: **collecting certificates ≠ guaranteed return.**

02

THE CONTEXT MATTERS

A skill has value **only if it complements your existing portfolio.** Example: Adding coding to marketing = big payoff; adding coding to nursing (without a pivot) = limited payoff.

03

THE ENVIRONMENT MATTERS

Research shows **remote work can sometimes limit informal mentoring and skill development** (WSJ). Skills stagnate if not applied or **reinforced in real environments.**

04

THE KEY LESSON

Skill investment is like financial investment: you must **choose wisely, diversify strategically, and align with your long-term goals.**

THE SKILL INVESTMENT PLAYBOOK

AUDIT YOUR PORTFOLIO

- List your top 5 current skills (strengths).
- Identify which ones are foundational, technical, or meta.

SELECT COMPLEMENTARY SKILLS

- Don't just "add **random**" skills.
- Look for skills that **amplify** your existing ones (*e.g., data + storytelling, leadership + coaching*).

PRACTICE DELIBERATELY (70/20/10 RULE)

- 70% on-the-job practice
- 20% mentorship/peer learning
- 10% formal training or courses

REVIEW & REINVEST REGULARLY

- Just like financial portfolios, do quarterly or annual "reviews."
- Ask: which skills are paying off? Which need upgrading? What's next?

LET'S DO AN
EXAMPLE

STEP 1

Audit Your Portfolio

Foundational Skills (portable across any career)

- Public Speaking
- Communication
- Human Psychology
- Spirituality (self-awareness, mindset)
- Simplifying complex concepts into clear language
- Connecting deeply with people
- Time Management & Multitasking
- Cultural Awareness / Empathy

Technical / Domain Skills (specialized expertise)

- Finance & Valuation
- Behavioral Finance
- ESG (Environmental, Social, Governance)
- Hypnotherapy (applied practice)
- AI & Emerging Tech Literacy
- Curriculum / Instructional Design
- Research & Data Analysis
- Workshop & Program Development

Meta-Skills (amplify everything else)

- Design Thinking
- Creativity & Storytelling
- Leadership & Facilitation
- Learning Agility
- Systems Thinking
- Coaching / Mentoring
- Problem Framing (asking the right questions)
- Adaptability in Ambiguous Environments

STEP 2

Select Complementary Skills

Which new skills would compound or amplify the ones you already have?

- **AI Storytelling & Visualization** → pairs with public speaking, simplifying complex concepts, and finance → lets you make cutting-edge ideas accessible.
- **Behavioral Change Coaching** → amplifies psychology, hypnotherapy, and spirituality → positions you as a transformational coach.
- **Sustainable Innovation** → builds on ESG, design thinking, and adaptability → makes you a thought leader in purpose-driven problem-solving.
- **Digital Learning Strategy** → complements curriculum design, workshop development, and public speaking → helps you scale your reach through online platforms.



Each of these isn't random. They stack on your existing skills, raising your baseline instead of scattering your energy.

STEP 3

Practice Deliberately (70/20/10 Rule)

70% On-the-Job / Application

- **AI Storytelling & Visualization:** Use AI tools to simplify complex investment strategies into clear visuals for clients. For example, transform valuation models or ESG reports into easy-to-understand narratives.
- **Behavioral Change Coaching:** Apply behavioral finance + coaching techniques to help clients align decisions with long-term goals instead of emotional biases.
- **Sustainable Innovation:** Integrate ESG thinking into portfolio recommendations, not just as compliance, but as a driver of innovation and future-proofing.
- **Digital Learning Strategy:** Build internal client education sessions (webinars, video explainers) to scale your insights across multiple families at once.

20% Peer/Mentor Learning

- **AI Storytelling:** Collaborate with peers who are experimenting with AI dashboards or client-facing tools.
- **Behavioral Coaching:** Share best practices with other wealth advisors on how to coach clients through uncertainty.
- **ESG Innovation:** Join industry roundtables or think tanks on sustainable finance and innovation.
- **Digital Learning:** Exchange ideas with educators or thought leaders who've scaled financial literacy programs.

10% Formal Training

- Short course or certification in **AI for Finance & Investment Communication**.
- Workshop on **advanced coaching techniques for wealth advisors** (e.g., applied behavioral science).
- ESG leadership or **sustainable investing program** 
- Micro-course in **instructional design for financial education**.

Each of these isn't random. They stack on your existing skills, raising your baseline instead of scattering your energy.

WAYS TO SHOWCASE YOUR SKILL UPGRADES

1. The Portfolio Dashboard

- Categories: Foundational | Technical | Meta-Skills.
- For each, show:
 - Skill you've built → Application in your role → Tangible impact for clients/employer.

AI STORYTELLING → BUILT → USED IN CLIENT PRESENTATIONS → RESULT: CLEARER DECISIONS, HIGHER TRUST.

2. Before-and-After Case Studies

- Show how upgrading a skill directly improved client outcomes.

BEFORE: CLIENT REPORTS WERE DATA-HEAVY, HARD FOR FAMILIES TO DIGEST. **AFTER (WITH AI STORYTELLING + SIMPLIFICATION SKILLS):** CLEAR, VISUAL SUMMARIES → FASTER DECISION-MAKING, STRONGER RELATIONSHIPS.

3. Skill Upgrade Timeline (Continuous Learning)

- Create a timeline slide:
- Year/Quarter → Skill Added → How You Applied It.

Example:

- 2023 Q1: ESG Certification → Integrated ESG metrics into family portfolios.
- 2023 Q4: AI Visualization → Built dashboards for client meetings.
- 2024 Q2: Coaching Certification → Helped families align with long-term goals.

DIRECT SKILL TRANSLATION

COMMUNITY WORK SKILLS → FAMILY OFFICE VALUE

Design Thinking

- Helps families and investment committees navigate complex, ambiguous decisions with structured creativity.
- Brings fresh frameworks for problem-solving beyond traditional finance models.

AI & Emerging Tech Literacy

- Streamlines data analysis, visualization, and reporting for families.
- Keeps the office on the cutting edge of tools for research and communication.

Public Speaking

- Builds client trust through confident, clear presentations.
- Enhances thought leadership when representing the firm externally.

Creating Presentations / Storytelling

- Turns dense valuation, ESG, and portfolio data into accessible, engaging narratives for families.
- Improves decision-making speed by reducing cognitive overload.

Community Leadership & Engagement

- Translates into client relationship-building, empathy, and understanding diverse perspectives.
- Strengthens ability to manage multigenerational wealth conversations with sensitivity.

Simplifying Complex Concepts

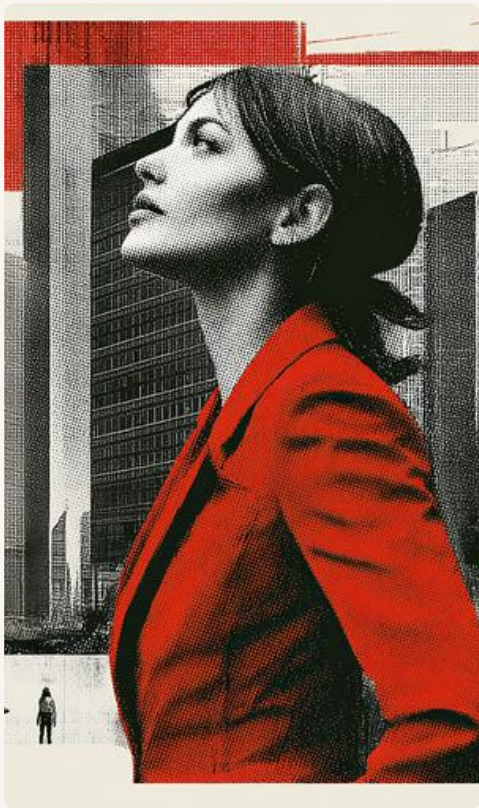
- Essential in behavioural finance conversations, where emotions and money intersect.
- Builds long-term trust by making clients feel confident in their understanding





ACTION PLAN

YOUR SKILL INVESTMENT PLAN



1. Audit Your Current Skills

- Write down your top 5–7 skills today.
- Categorize them: foundational, technical, meta.



2. Select a Complementary Skill

- Choose one skill that compounds or amplifies your existing portfolio.



3. Commit to Practice

- Set aside time each week/month to deliberately apply the skill.
- Use the 70/20/10 model (on-the-job, peer learning, training).

4. Review & Reinvest

- Do a quarterly “skill portfolio review.”
- Ask: What’s paying dividends? What’s depreciating? What’s next?

Your Skills = Your Real Wealth

- 1 Skills Travel With You.** Jobs can change. Markets can crash. But skills remain your most portable asset.
- 2 Skills Compound Over Time.** Each new skill raises your career baseline. Stacking skills creates exponential value.
- 3 Skills Are Your True ROI.** They deliver returns not just in money, but in resilience, fulfillment, and freedom.
- 4 Personal Challenge.** Don't just save money — save and grow skills. Ask: *“What skill will you invest in next?”*



SELF INVESTED

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