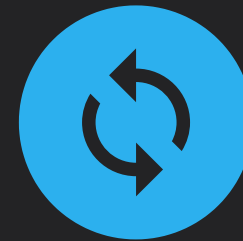


Future-Proofing your Workforce while Navigating Organizational Change

<https://doi.org/10.6084/m9.figshare.16725757>



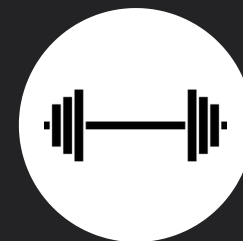
Key Objectives



Continuous Improvement



The importance of continuous improvement skills



Hiring & training continuous improvement skills

Framework for future proofing the eResearch workforce

recruitment, evaluation, upskilling
and retainment of complex
socio-technical problem solvers

Rowland Mosbergen and Kheeran Dharmawardena.
Available at DOI: 10.6084/m9.figshare.10010435

Previous work

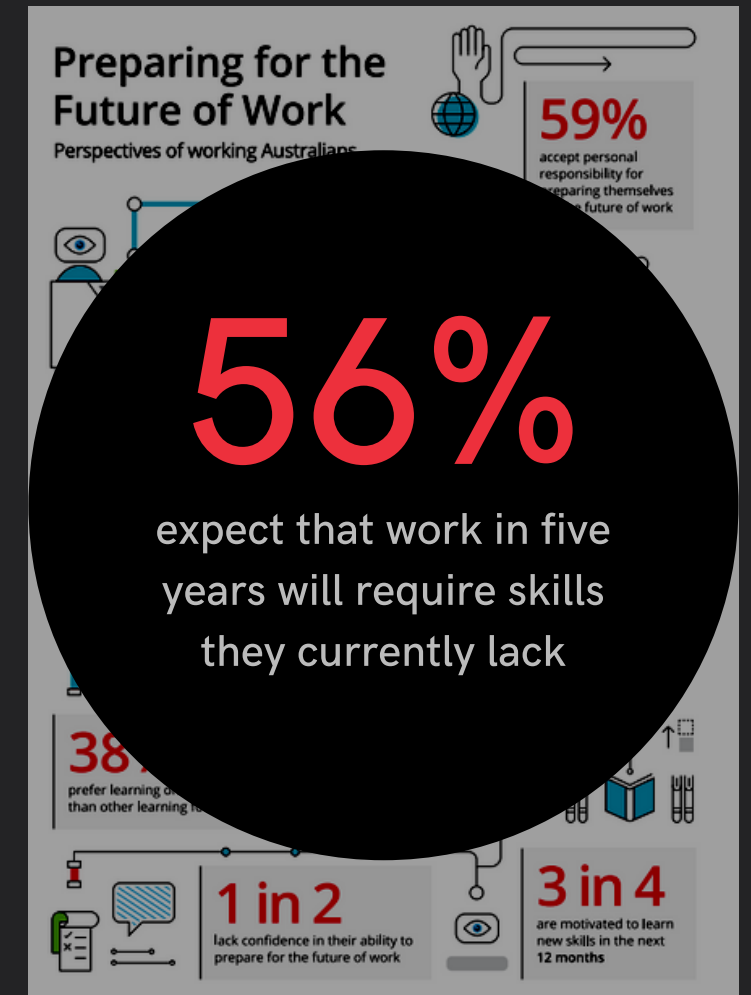
This was aimed at the research infrastructure community, but it has many transferable aspects that are in this presentation.



Articulating
the problem

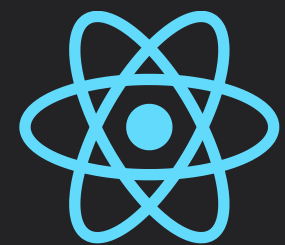


The only
constant is
change





Technology
skills quickly
become
outdated





Wicked problems are
solved collaboratively
not competitively



Covid-19 has changed
how we live, work and
play

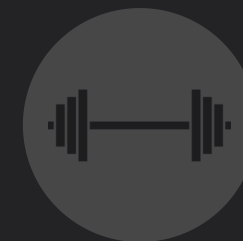
Key Objectives



Continuous Improvement



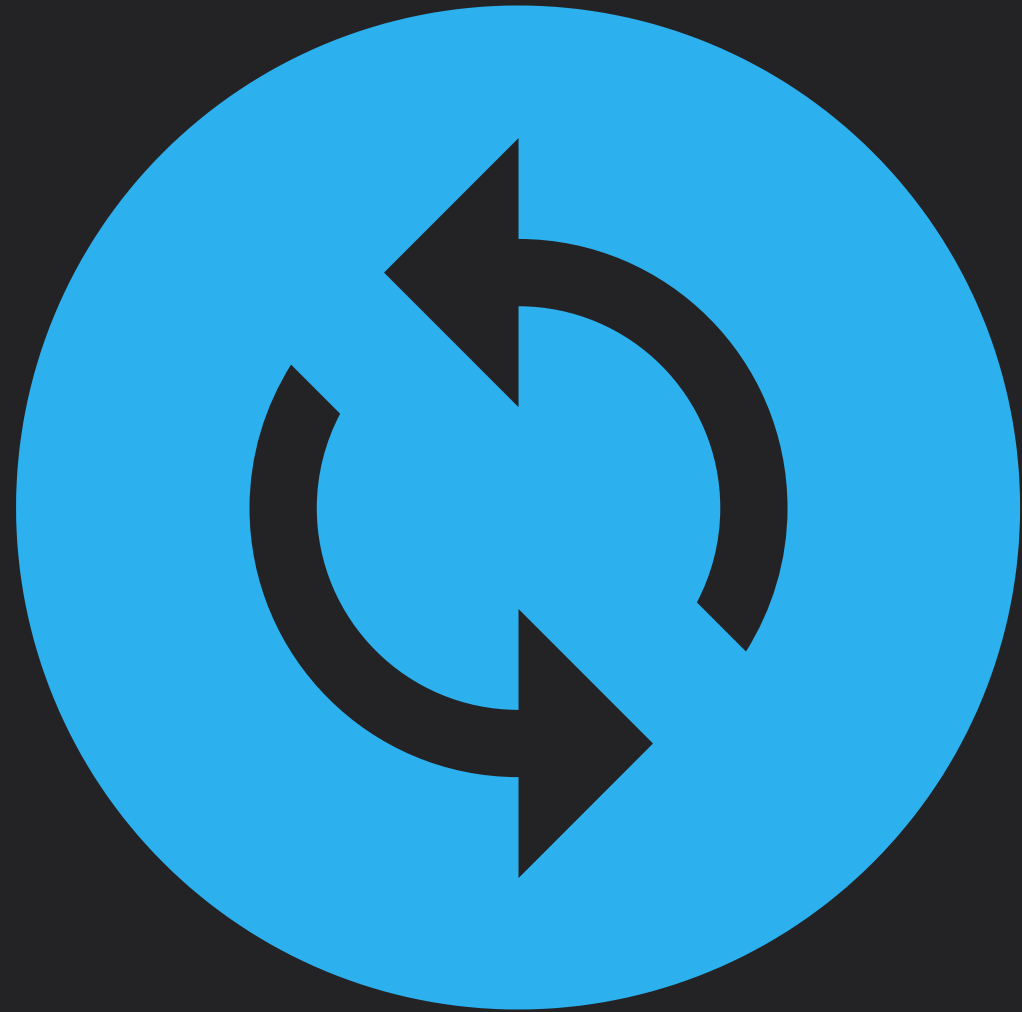
The importance of continuous improvement skills



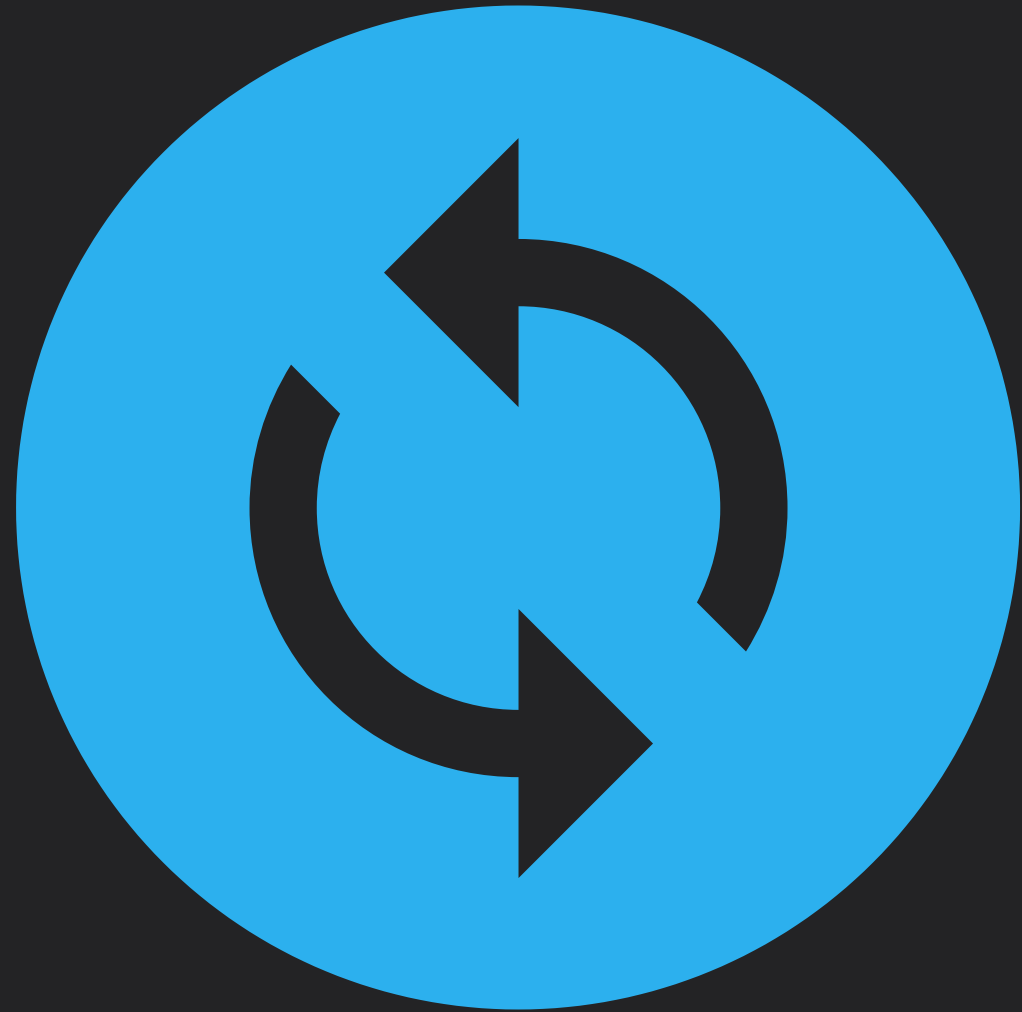
Hiring & training continuous improvement skills



The underlying
aim is for
continuous
improvement



It is an attitude that
relies on courage to
highlight issues early



Focusing on solving the
problem and getting
the most from people



Key Questions

1

Is this a potential or current problem?

2

How do we fix this now?

3

How do we reduce the chance of this in the future?

4

Are there any similar areas that need to be reviewed?



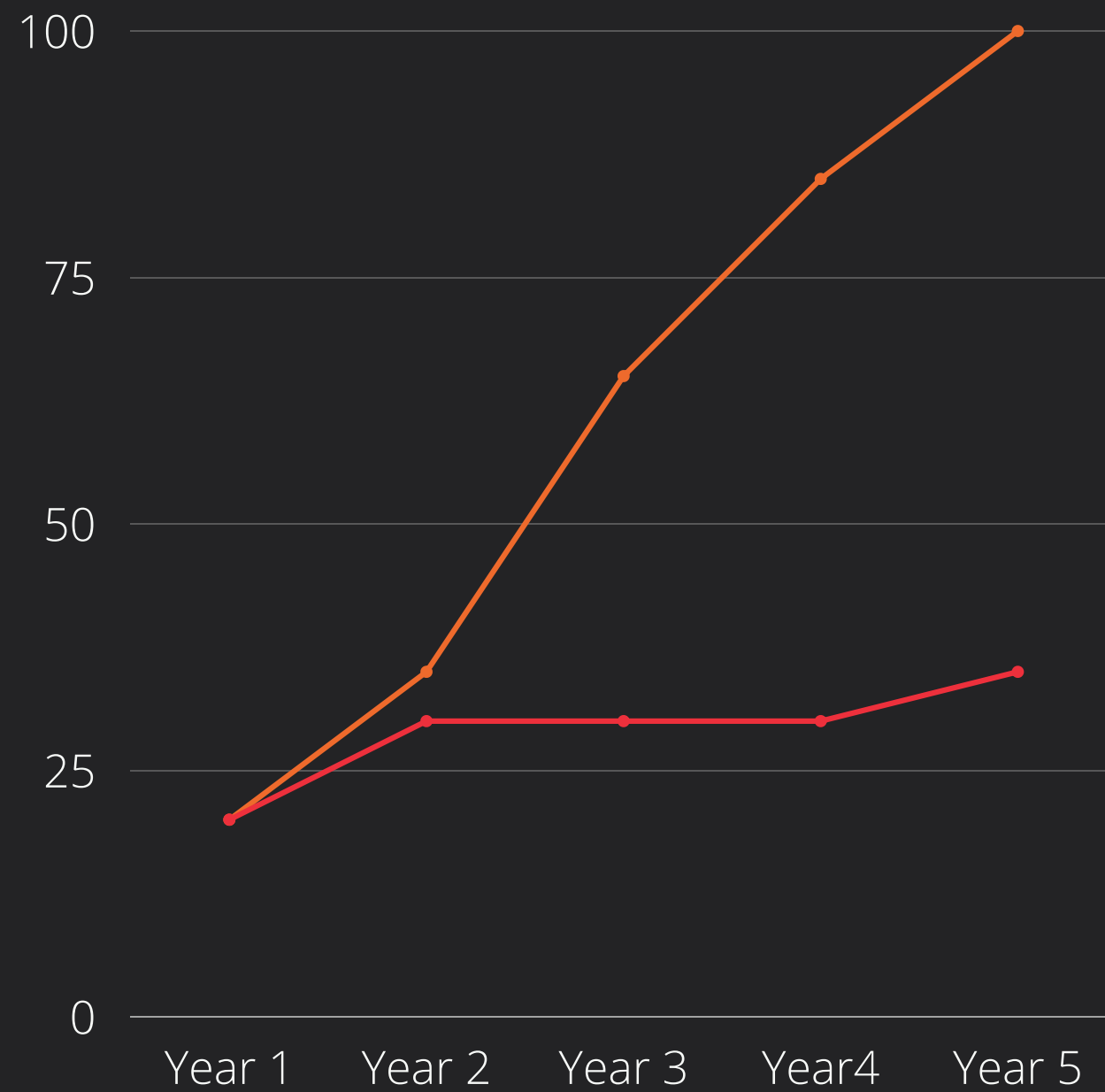
You need the right
people, with the right
attitude and skills, to
get the right outcomes



The hiring process
tends to focus on
experience



But this makes it easy
to hire someone who
cannot change easily



Are you hiring someone
with 5 years experience of
continuous improvement?

Or are you hiring someone
with 1 year of experience
that relied on that for the
next 4 years?

Red flag reactions when someone raises an issue

1

Deny that the issue exists

2

Dismiss evidence and claims

3

Delay solutions

4

Deny responsibility



Senior leaders with
these qualities can
poison organisations

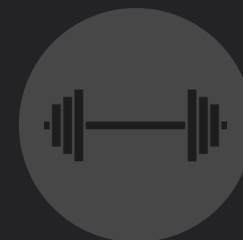
Key Objectives



Continuous Improvement



The importance of
continuous
improvement skills



Hiring & training continuous
improvement skills



Increase the focus
on continuous
improvement skills
to balance the
hiring process

Key Continuous Improvement Skills



Learnability



Collaborative by Default



Adaptability



Critical Thinking



Tolerance for Ambiguity



Tolerance for Complexity



Learnability is the
ability to learn quickly
from existing resources
without much help



Collaborative by default
breaks down silos and
shares horizontally



Adaptability provides
the ability to pivot based
on new information



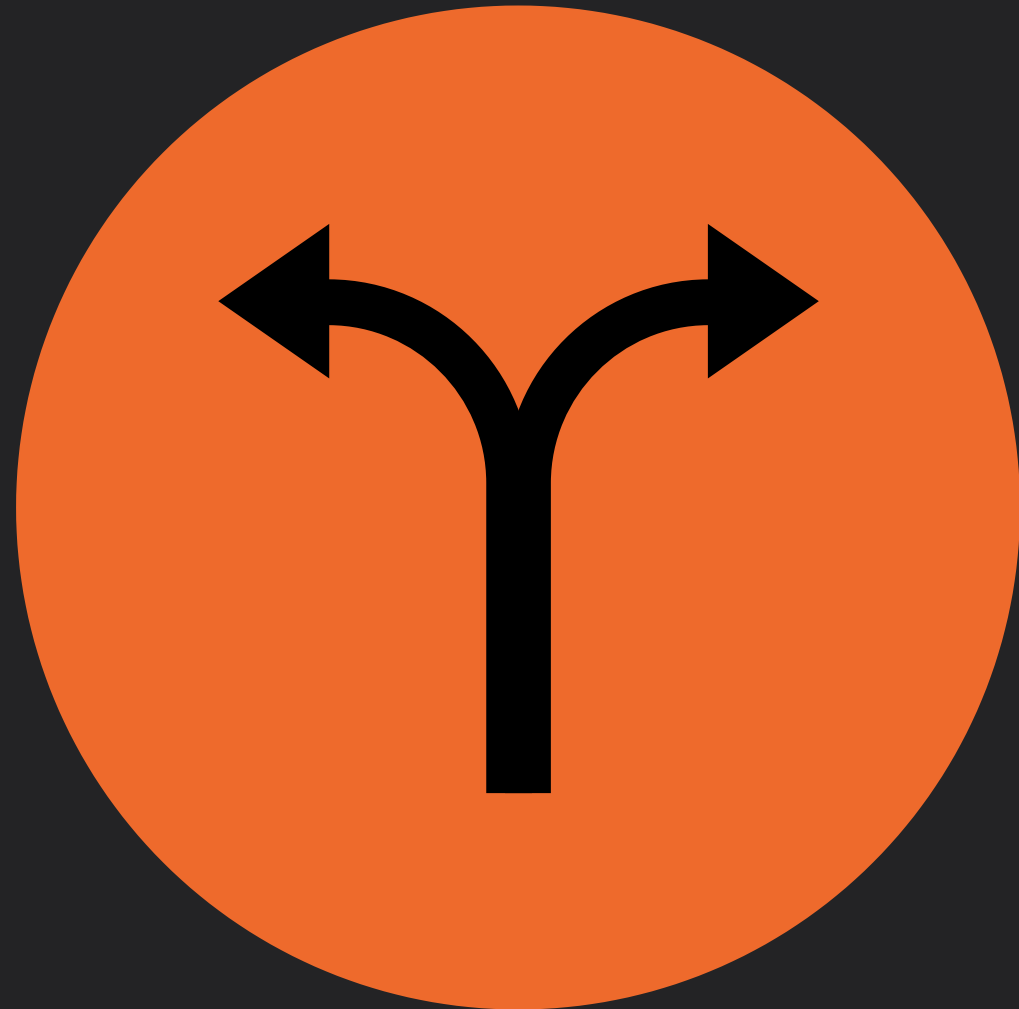
Critical thinking is the ability to make accurate judgements, based on first principles, in a field that is not in your area of expertise, using ambiguous information.



Tolerance for
ambiguity is the
ability to work
effectively even
though there may
not be any
ground truth



Tolerance for
complexity is the
ability to synthesise
complex, high-
dimensional
problems



The only
constant
is change





Skills
quickly
become
outdated





Wicked problems
are solved
collaboratively
not competitively





Covid-19
has changed
how we live,
work and
play



Positive reactions when someone raises an issue

1

Take time to understand

2

Listen to evidence and claims

3

Prioritise solutions

4

Accept responsibility

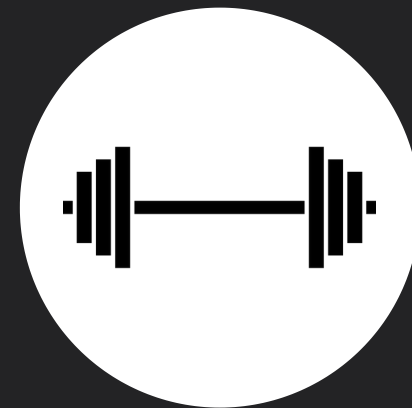
Key Objectives



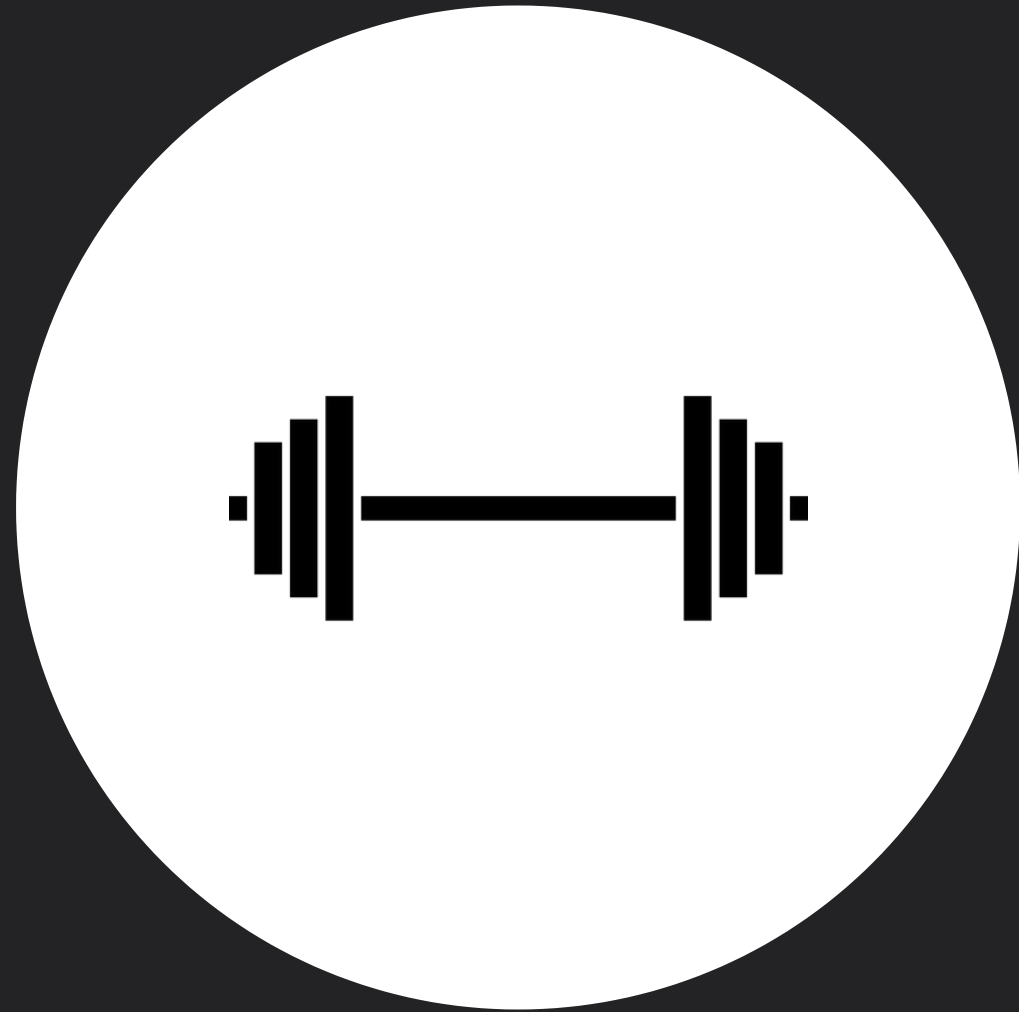
Continuous Improvement



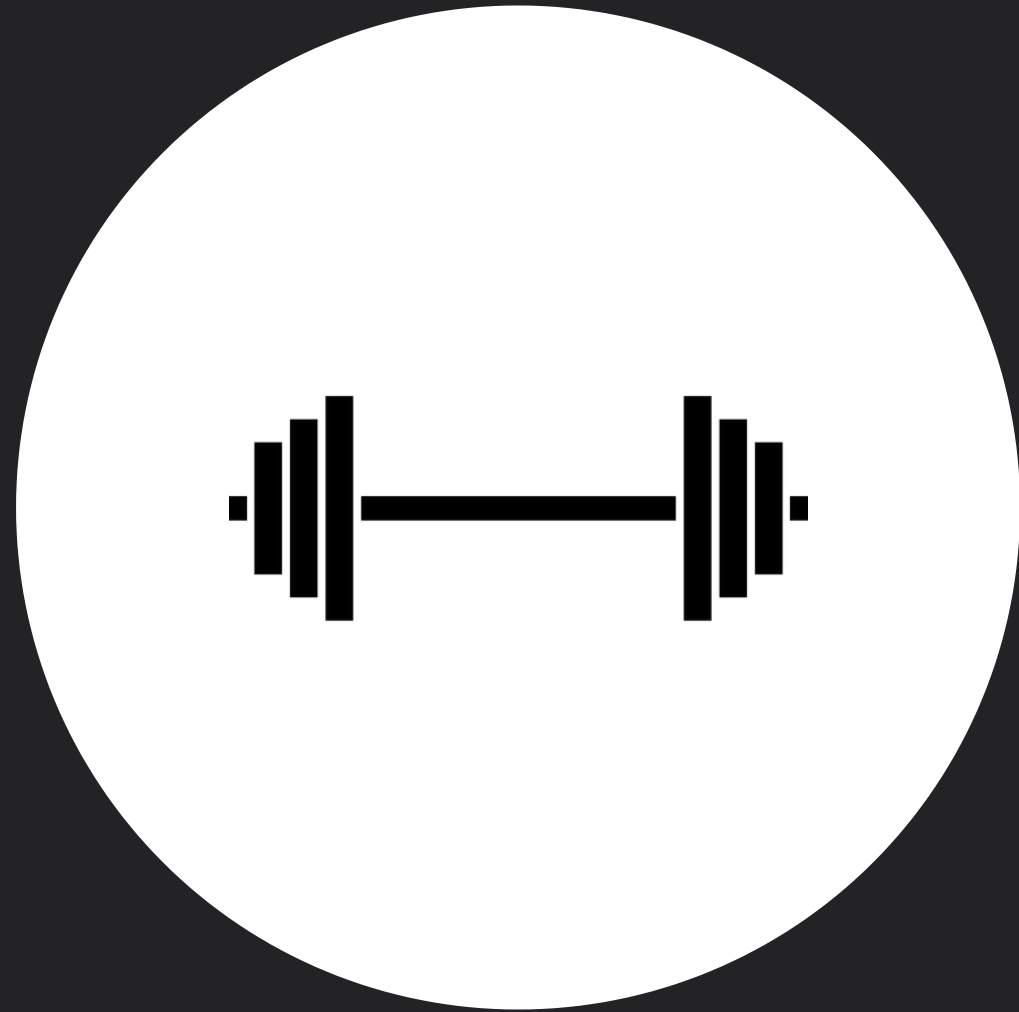
The importance of continuous improvement skills



Hiring & training
continuous
improvement skills



So how can you recruit
and train for these
skills?



Recruitment is easier as
you can filter based on
selection criteria.

Training is more
challenging.



Experience	Selection Criteria	Interview Question
Beginner	Can quickly learn skills within a mixed formal learning and informal methods	When did you learn a new skill for a project? How did you learn and use it in time?
Intermediate	Can learn complex concepts across multiple domains at a high level with mixed methods	When did you learn multiple new concepts for a project? How did you learn and use it in time?
Expert	Routinely learns complex concepts across multiple domains and shows a deep level of understanding	How often do you learn multiple new concepts? What methodologies do you use?



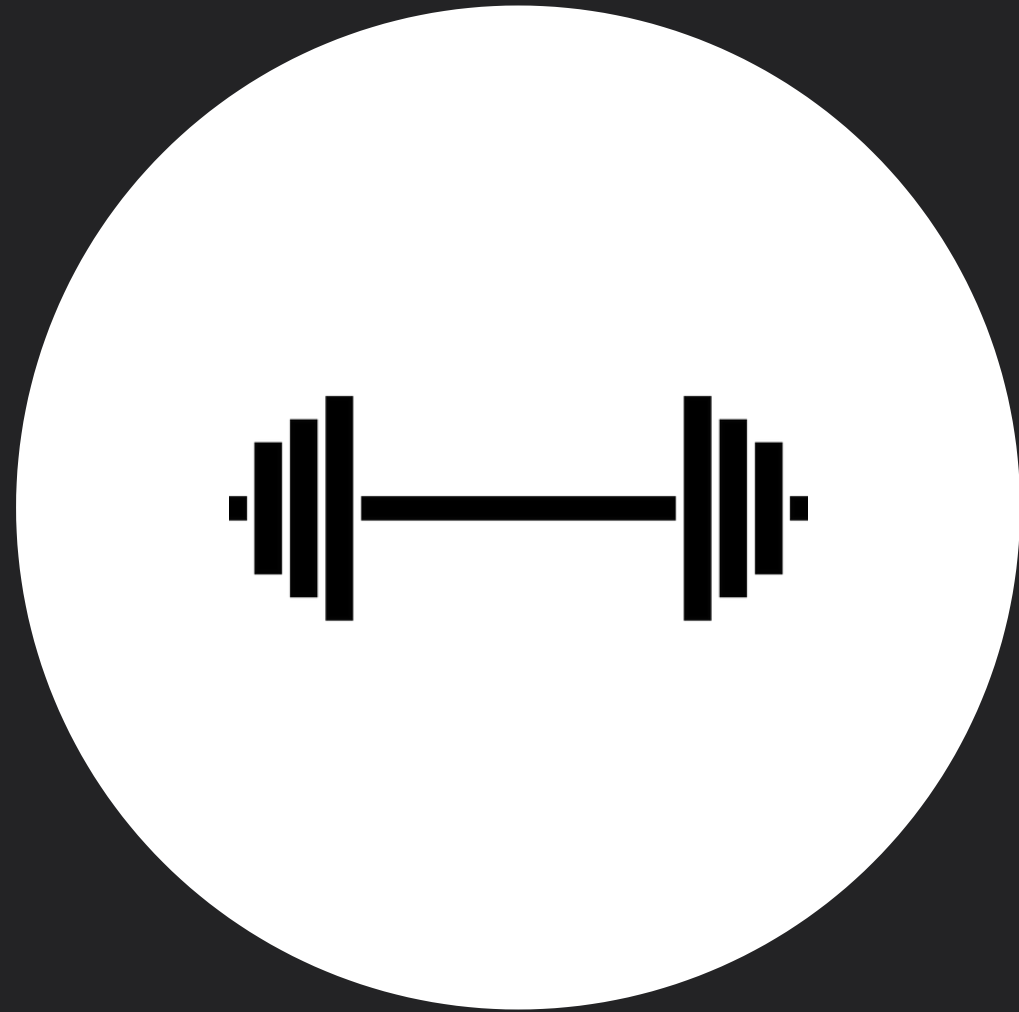
For recruitment and performance review, an organisation could create competency tables for each attribute that is appropriate.



Experience	Selection Criteria	Interview Question
Beginner	Can make some accurate judgements in another field of expertise with support and limited information	When did you make a good decision that was outside your field? How did you identify and choose options?
Intermediate	Can make some accurate judgements in another field of expertise with limited information	When did you make multiple good decisions outside your field for one project? How did you identify options?
Expert	Routinely makes accurate judgements in another field of expertise with limited or ambiguous information	What methodologies do you use to make good decisions outside your field? How often do you surprise others?



Here is another example, using critical thinking.



Here are some options for in-house training, but the biggest factor in training is modelling the behaviour you want to see in others.



Learnability

1

Embrace continuous learning by providing time for informal learning

2

Move to a learning mindset (understanding rather than rote)

3

Identify the learning styles of each employee and build on them

4

Reward learning by making it a Key Performance Indicator

Collaborative by default



1

Have a clear overview of the organisation with team roles and responsibilities

2

Look at secondments to build relationships across teams

3

Setup virtual multi-disciplinary teams at a technical level

4

Reward collaboration by making it a Key Performance Indicator



Adaptability

1

Focus on creating diversity in your teams so different perspectives are discussed

2

Take calculated risks via trials and prototyping aka. Agile management

3

Evaluate underlying assumptions regularly, to ensure they still hold

4

Reward adaptability by making it a Key Performance Indicator

Critical Thinking



1

Identify and challenge underlying assumptions

2

Focus on creating diversity in your teams so different perspectives are learned and applied

3

Paraphrase questions to ensure the nuances of the problem are understood

4

Reward critical thinking by making it a Key Performance Indicator

Tolerance for ambiguity



1

Build a culture where it is OK to not know the final answer straight away

2

Evaluate answers regularly, to ensure they still make sense with current information

3

Increase information available via trials and prototyping aka. Agile management

4

Reward tolerance for ambiguity by making it a Key Performance Indicator

Tolerance for complexity



1

Encourage documentation of complex problems at a high level and at a more detailed level

2

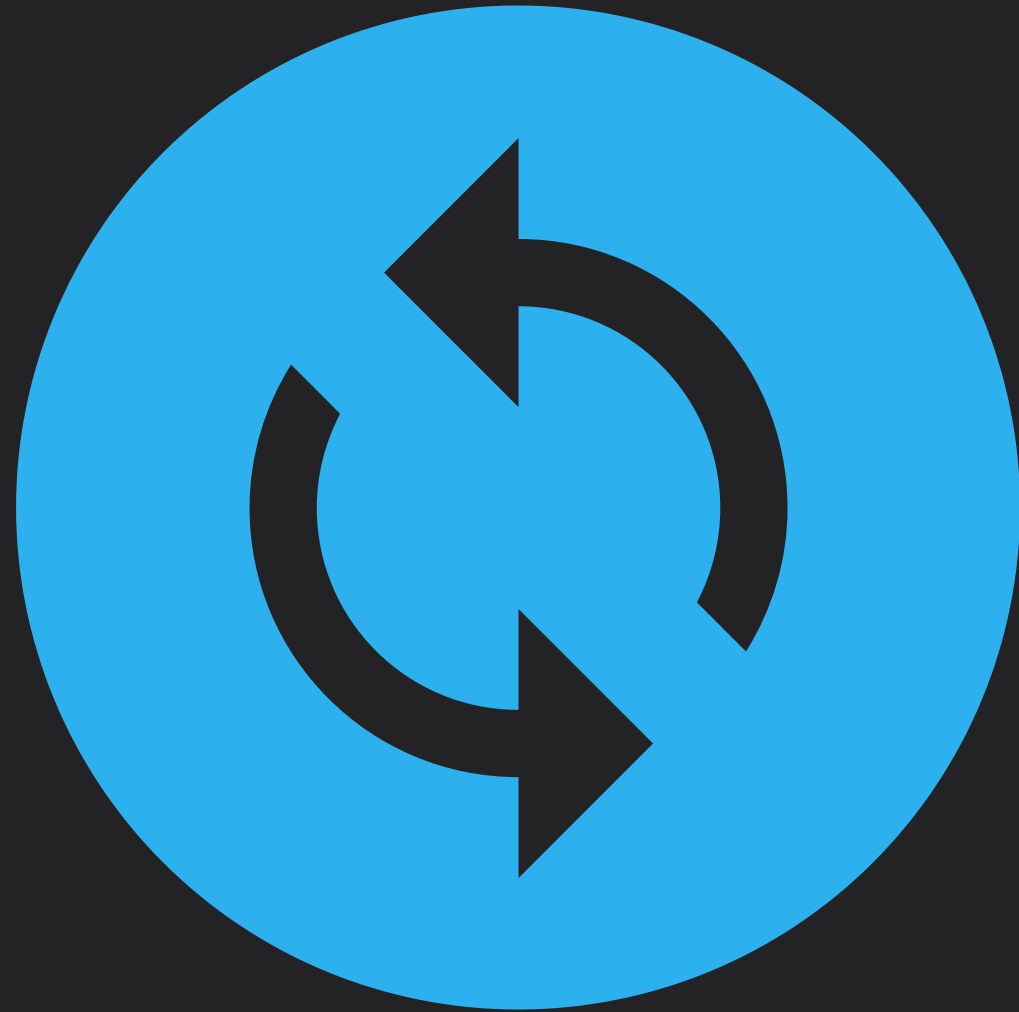
Encourage documentation of the engineering tradeoffs of complex problems

3

Build a culture where it is OK for senior staff to place trust in people who have this ability

4

Reward tolerance for complexity by making it a Key Performance Indicator



The underlying
aim is for
continuous
improvement



The 'Enlightened' organisation

A way to create organisations that can
survive and thrive in constant change



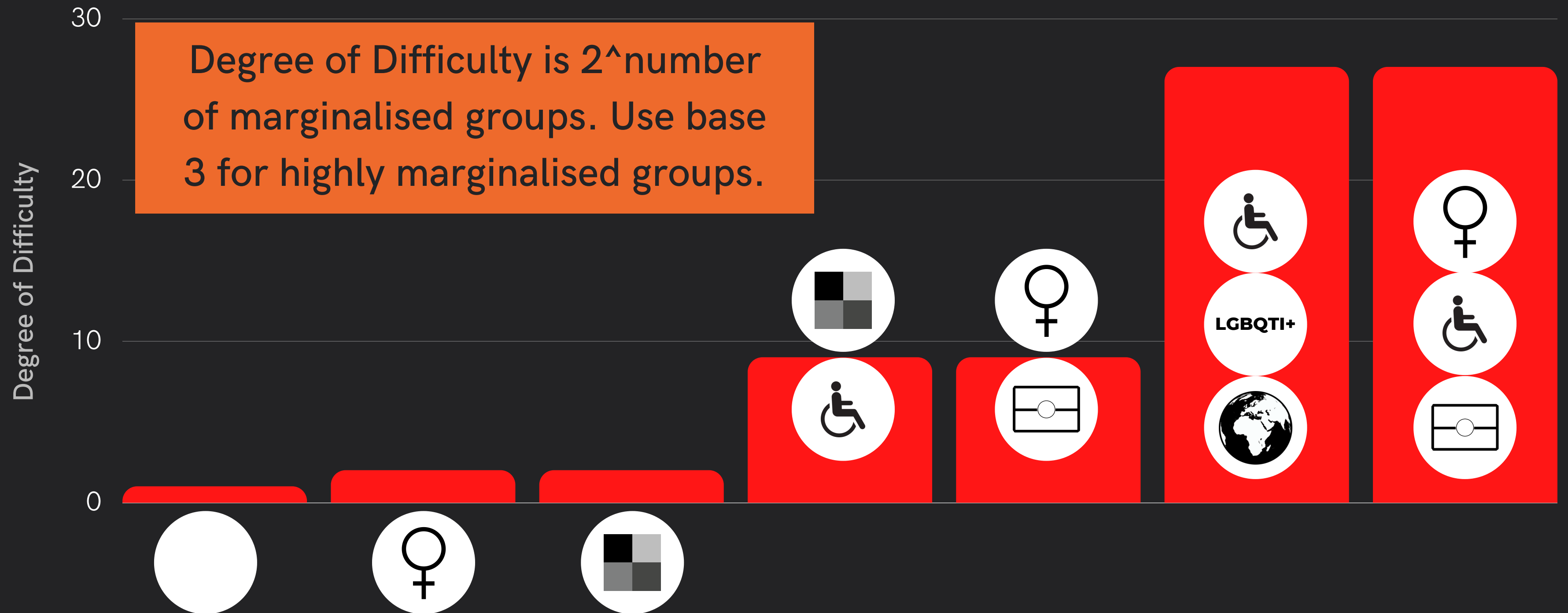
Diversity & Inclusion

Mosbergen, Rowland (2021): Improving Diversity and Inclusion in Senior Leadership: A workshop to help recruit diverse senior leaders.

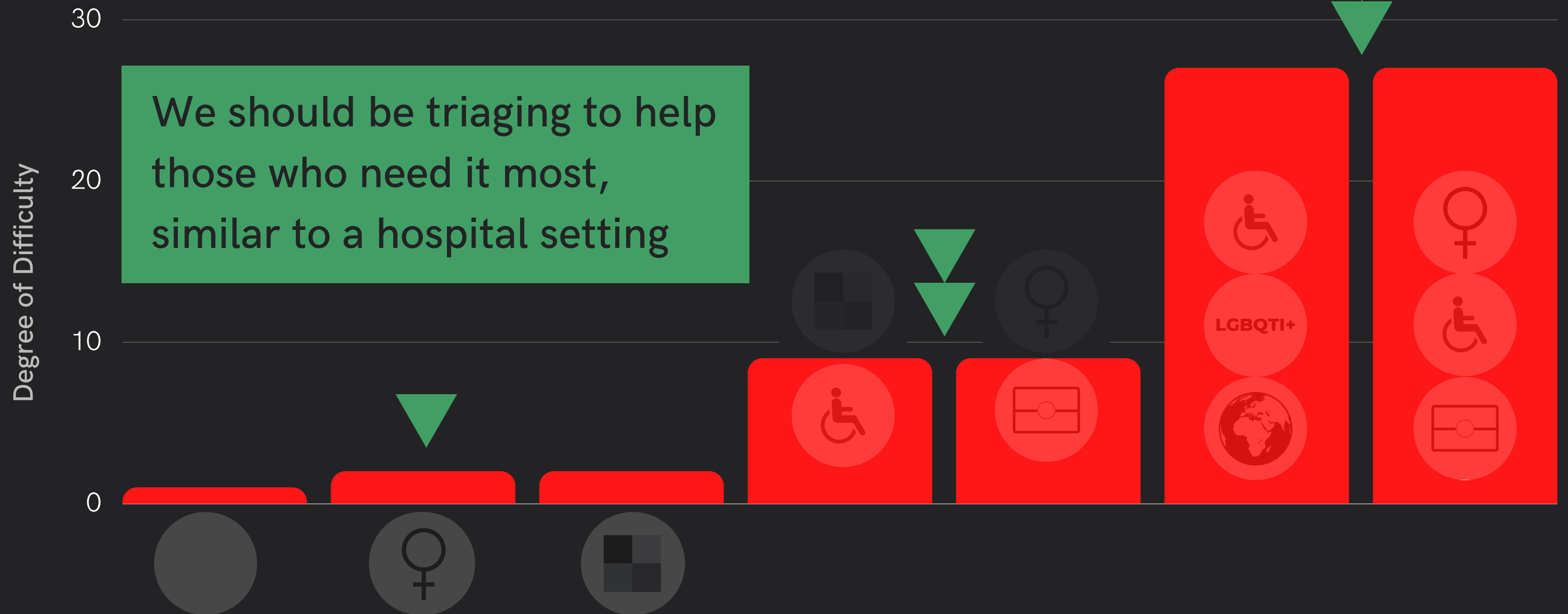
<https://doi.org/10.6084/m9.figshare.14315846>

<https://www.rowlandm.com>

Intersectionality Spectrum



Intersectionality Spectrum





Strategic Planning using a Change Management Framework

Mosbergen, Rowland (2020): Strategic Planning using a Change Management Lifecycle Framework.

<https://doi.org/10.6084/m9.figshare.12199856>



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