

skills for the future



Barry Quirk

SOLGM

Wellington, New Zealand

November 2013

my father used this



my son uses this



10,000 hours of practice ...

20 hours each week for ten years

40 hours each week for five years

“Work is of two kinds:

- first, altering the position of matter at or near the earth's surface relatively to other such matter;
- second, telling other people to do so.

The first kind is unpleasant and ill paid; the second is pleasant and highly paid.

The second kind is capable of indefinite extension: there are not only those who give orders, but those who give advice as to what orders should be given.”

Bertrand Russell
(1932) In Praise of Idleness

"The road to happiness and prosperity lies in an organized diminution of work" -
Russell's argument for a 4 hour working day

top issues for UK local government staff (2012)

top 5

career development

opportunity for initiative
Council treats all staff fairly

ability to give feedback about work team and service
being sufficiently challenged by work

next 5

line managers' support through changes
receive the learning needed to do job well

autonomy

confidence that senior managers are open & honest about change
line manager encourages staff to improve performance

skills for the future:

devised following analysis of impact of six main drivers* for change in the workplace

(Institute for the Future, University of Phoenix)

TEN SKILLS FOR THE FUTURE WORKFORCE



1 SENSE-MAKING

DEFINITION: ability to determine the deeper meaning or significance of what is being expressed



3 NOVEL & ADAPTIVE THINKING

DEFINITION: proficiency at thinking and coming up with solutions and responses beyond that which is rote or rule-based



5 COMPUTATIONAL THINKING

DEFINITION: ability to translate vast amounts of data into abstract concepts and to understand data-based reasoning



7 TRANSDISCIPLINARITY

DEFINITION: literacy in and ability to understand concepts across multiple disciplines



9 COGNITIVE LOAD MANAGEMENT

DEFINITION: ability to discriminate and filter information for importance, and to understand how to maximize cognitive functioning using a variety of tools and techniques



2 SOCIAL INTELLIGENCE

DEFINITION: ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions



4 CROSS-CULTURAL COMPETENCY

DEFINITION: ability to operate in different cultural settings



6 NEW-MEDIA LITERACY

DEFINITION: ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication



8 DESIGN MINDSET

DEFINITION: ability to represent and develop tasks and work processes for desired outcomes



10 VIRTUAL COLLABORATION

DEFINITION: ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team.

* 1) extreme longevity; 2) rise of smart machines & systems; 3) new media ecology; 4) computational world; 5) globally connected world; 6) superstructured organisations

skills for future leaders in UK local government

political astuteness

vision setting & strategic management

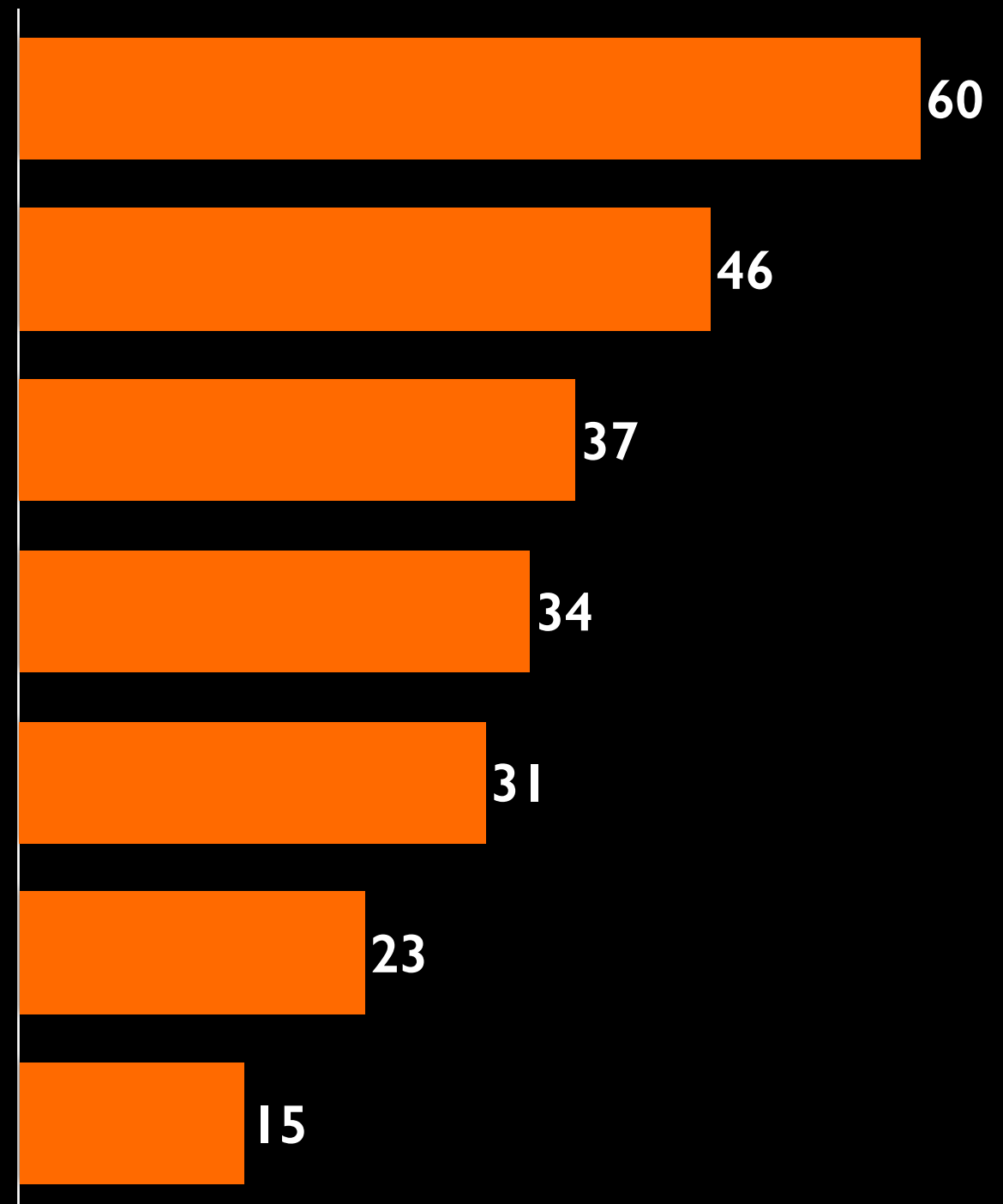
change management

financial strategy

communication & cultural

management

partnerships



SKILLS for LOCAL GOVERNMENT
Developing skills for essential public services

[Home](#) [About](#) [Sectors](#) [Research](#) [Products](#) [News & Media Centre](#)

Local Government



Your one-stop shop for local government skills and qualifications

Skills for Local Government works closely with employer organisations, local authorities and trade unions to help them identify and obtain the skills and training their people need in order to deliver first class local services.

Faced with the most severe funding situation for decades, local authorities need to find new ways to collaborate and deliver their services. Through our

In this section...

- Developing talent
 - Apprenticeships
 - NOS
- How we can help
- Our work

This website uses cookies to improve your experience. We'll assume you're ok with this, but you can opt-out if

political astuteness as a skill set

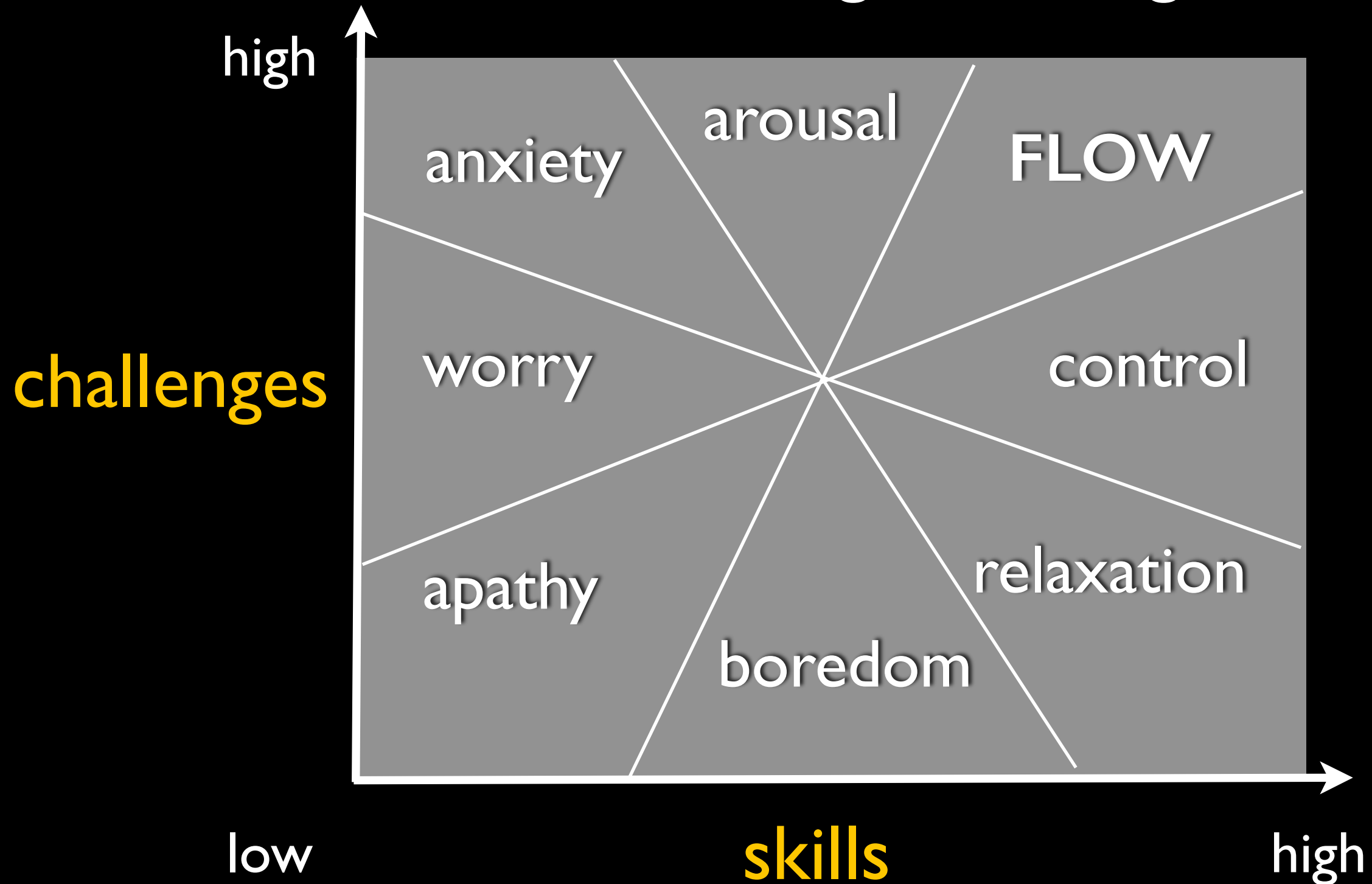
■ NZ
■ Aus
■ UK

self assessment across five
domains of political skills



flow:

when skills met high challenges ...



People search for activities that offer “flow” experiences: where their high skills are tested by equally high challenges. Where do they get this at work?

Mihaly Csikszentmihalyi (1997) Flow

the loss of craft ...

CRAFT - doing something exceptionally well

shrinking opportunities for developing craft

skilled workers find that “craft does not protect them”



Richard Sennett (2008) The Craftsman

The **red** Queen effect



“it takes all the running you can do, to keep in the same place.

If you want to get somewhere else, you must run at least twice as fast as that!”

what's needed is
more “stance”
than skill

more general posture than specific mastery

the skill to keep acquiring new skills

skills for the future



Barry Quirk

SOLGM

Wellington, New Zealand

November 2013