



DIGITALISING LEARNING: THE NEW NORMAL

13 - 14 AUG 2020

skills
future month

IAL

INSTITUTE FOR
ADULT LEARNING
SINGAPORE

AN INSTITUTE OF
SUSS
SINGAPORE UNIVERSITY
OF SOCIAL SCIENCES

In partnership with

SKILLS *future* SG

In support of

 JOBS & SKILLS



DIGITALISING LEARNING:

THE HUMAN PERSPECTIVE

13 AUG 2020

HUMAN CENTRED QUALITIES – A CORE OF COURAGE IN A TIME OF DISRUPTION

HOW WE SHOULD UNDERSTAND OUR VALUE IN THE FUTURE OF WORK

A little about me

- I am the Chief Executive of Roffey Park Institute, which is an independent School of Management and Organisation, in the UK, Singapore and Ireland.
- I'm a graduate of Oxford and Leicester Universities. My PhD research focused on dialogic approaches to leadership, and Confucian ideas of self-management and appropriateness of behaviour.
- I also have post-graduate degrees in Cross-Cultural Adult Learning, and Organisational Leadership.
- My particular focus over the last decade has involved working with international joint ventures in the civil engineering and energy sectors in Europe and USA, using Action Learning/ Action Research, to design organisational practices to enable timely delivery of high-value, high-complexity infrastructure programmes.
- And, when I'm not doing that, I am an enthusiastic mountain trekker and climber, and have travelled the world in enjoying my sport.



Roffey Park Institute

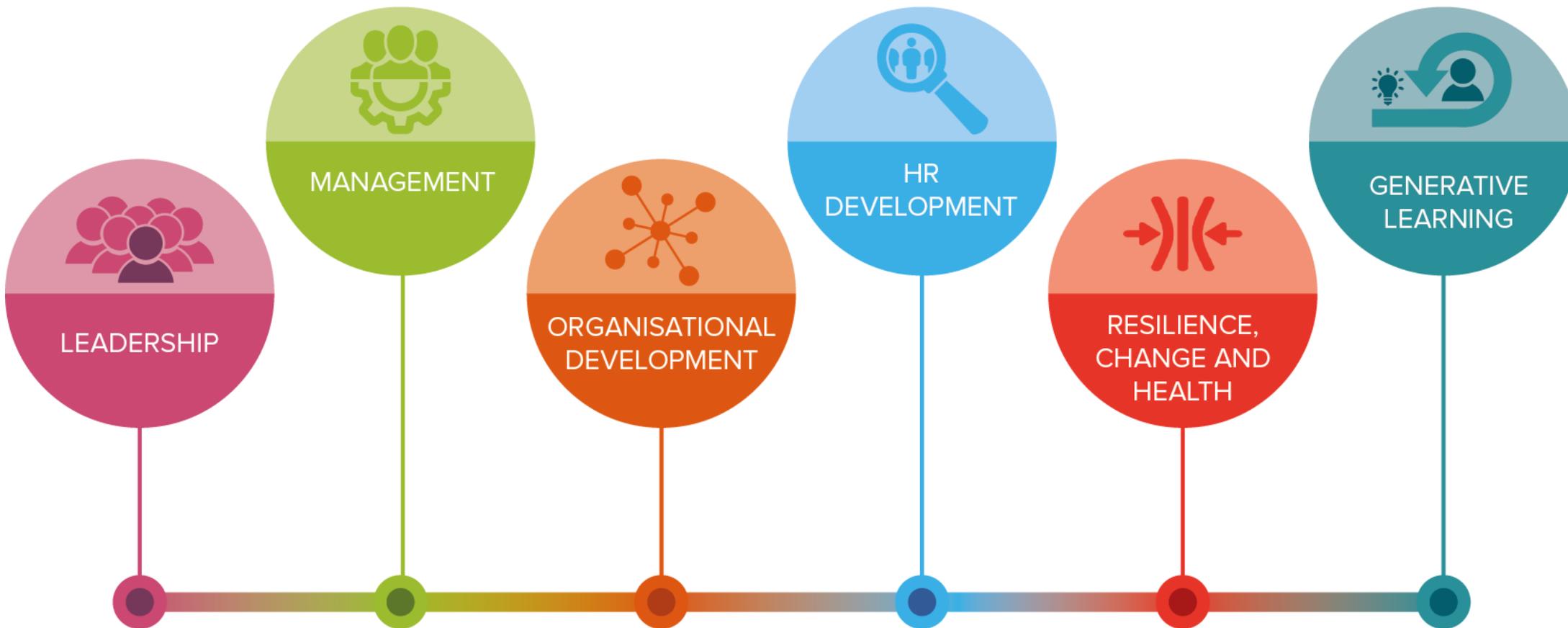
Roffey Park Institute develops individuals, teams and organisations, building personal and business skills based on dialogue and collaboration, to break down barriers between employees, managers and leaders and enhance opportunities for all to flourish.

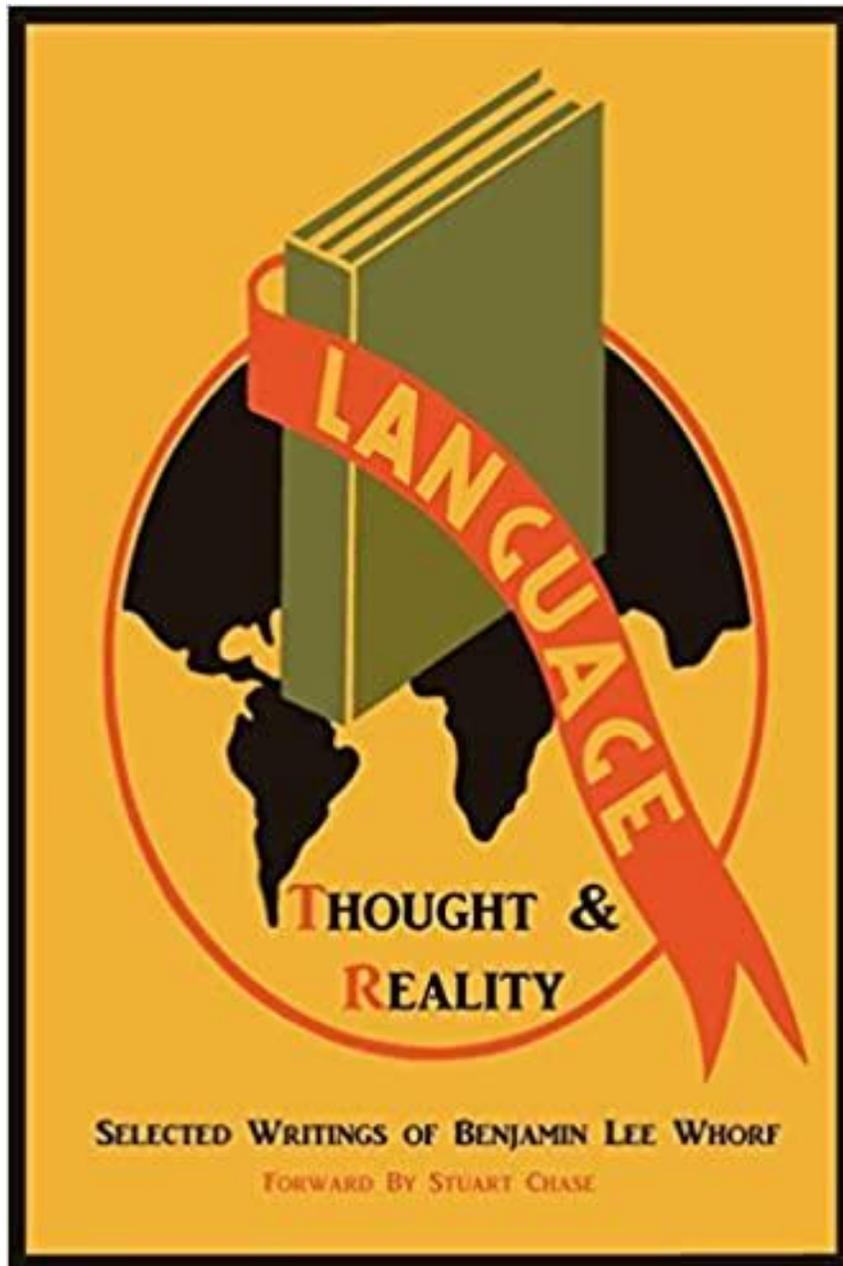
We are concerned with leadership as being central to the work of everyone, participation as key to organisational resilience, and dialogue as fundamental to solving organisational and societal challenges.

Based in across the UK, Asia Pacific and Europe, we an independent school of management, leadership and organisation. We work in partnership to help you and your people create collaborative, resilient, inclusive, and high performing cultures.

#RoffeyParkDifference

Our areas of expertise





Thin ice or safe ground?

Nothing is the same; the is-should-be conundrum.

Thinking and disruption

(Here's my first book recommendation)

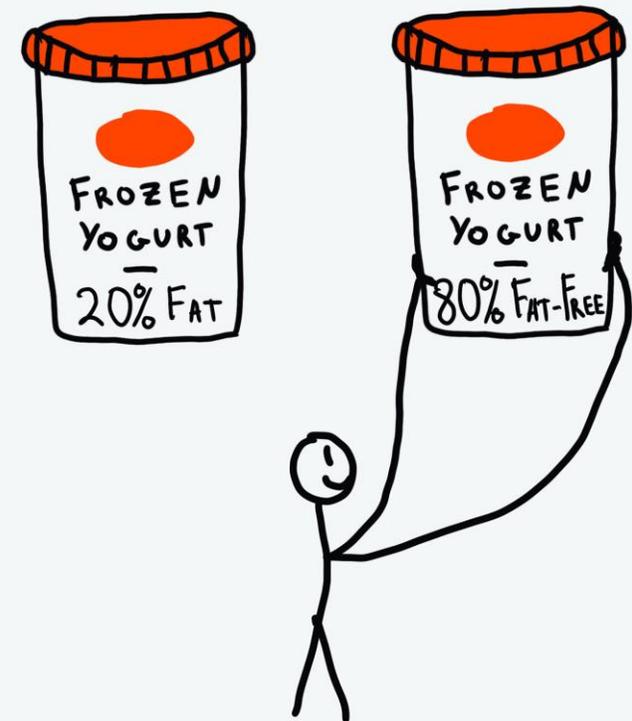
What can we really take for granted about ourselves?

EVERYTHING



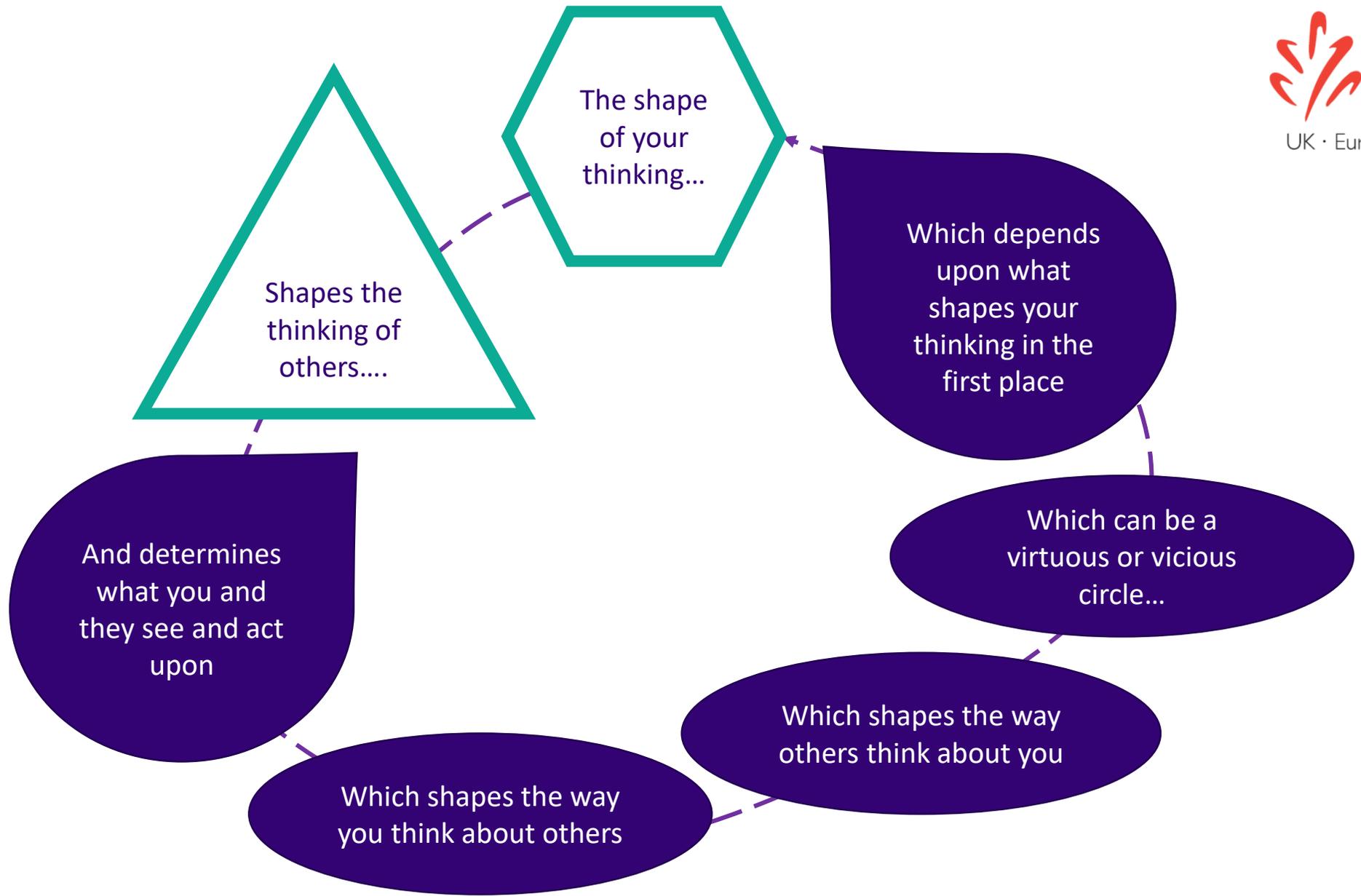
- Do we live in difficult times, or do we live in times of opportunity?
- Are all problems generic UNTIL we think about them?
- Who knows best?
- How do YOU know?

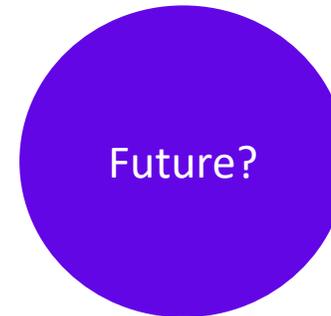
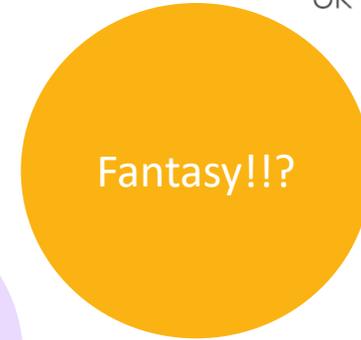
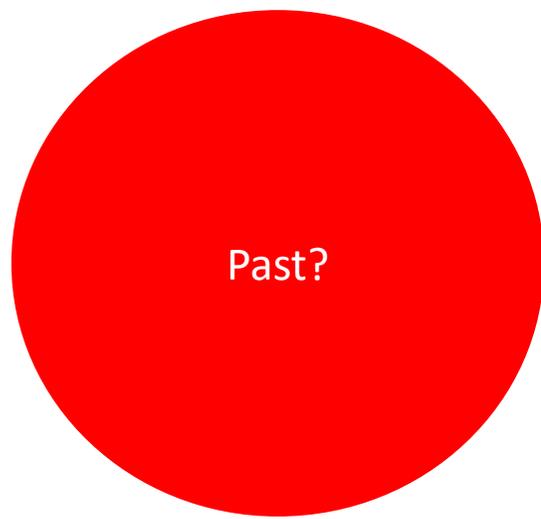
FRAMING EFFECT



© thedecisionlab.com

IS V SHOULD – YOUR PROBLEM!





Where does your mind travel?

States of mind is **THE** modern human problem.

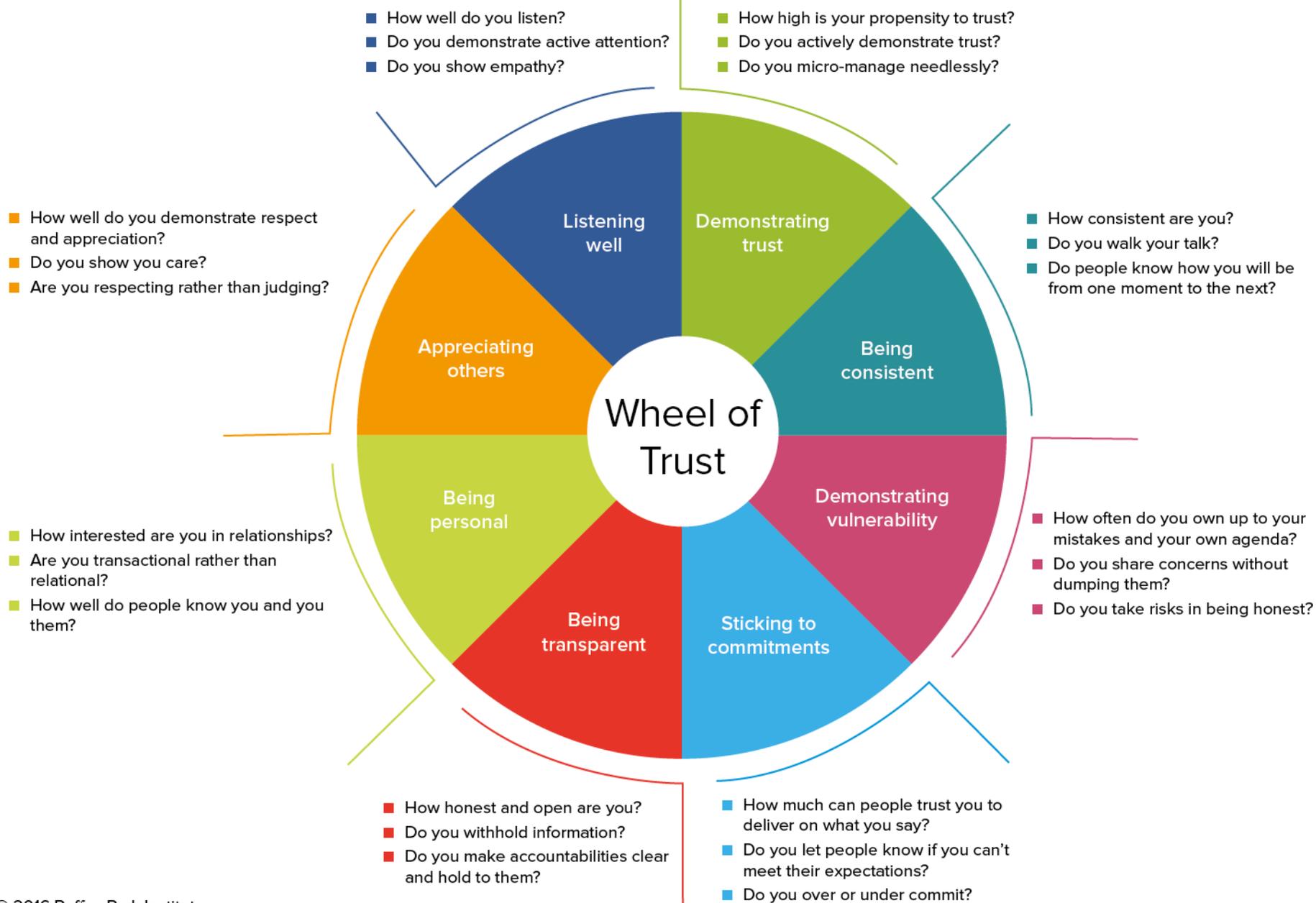
Why is that?

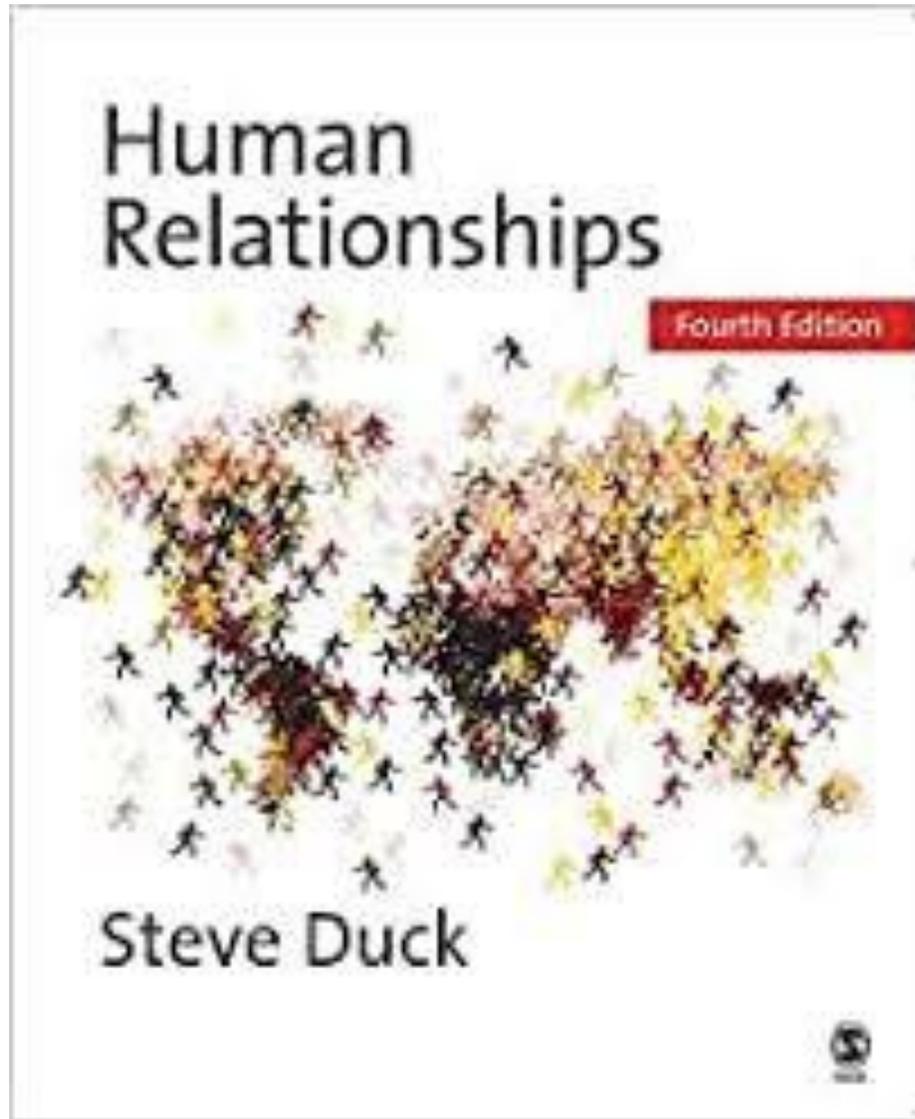
So, where does your mind travel to..?

- A. Future
- B. Present
- C. Past
- D. Hopes
- E. Fears
- F. Fantasy
- G. Home
- H. Away



<https://calm.participoll.com>



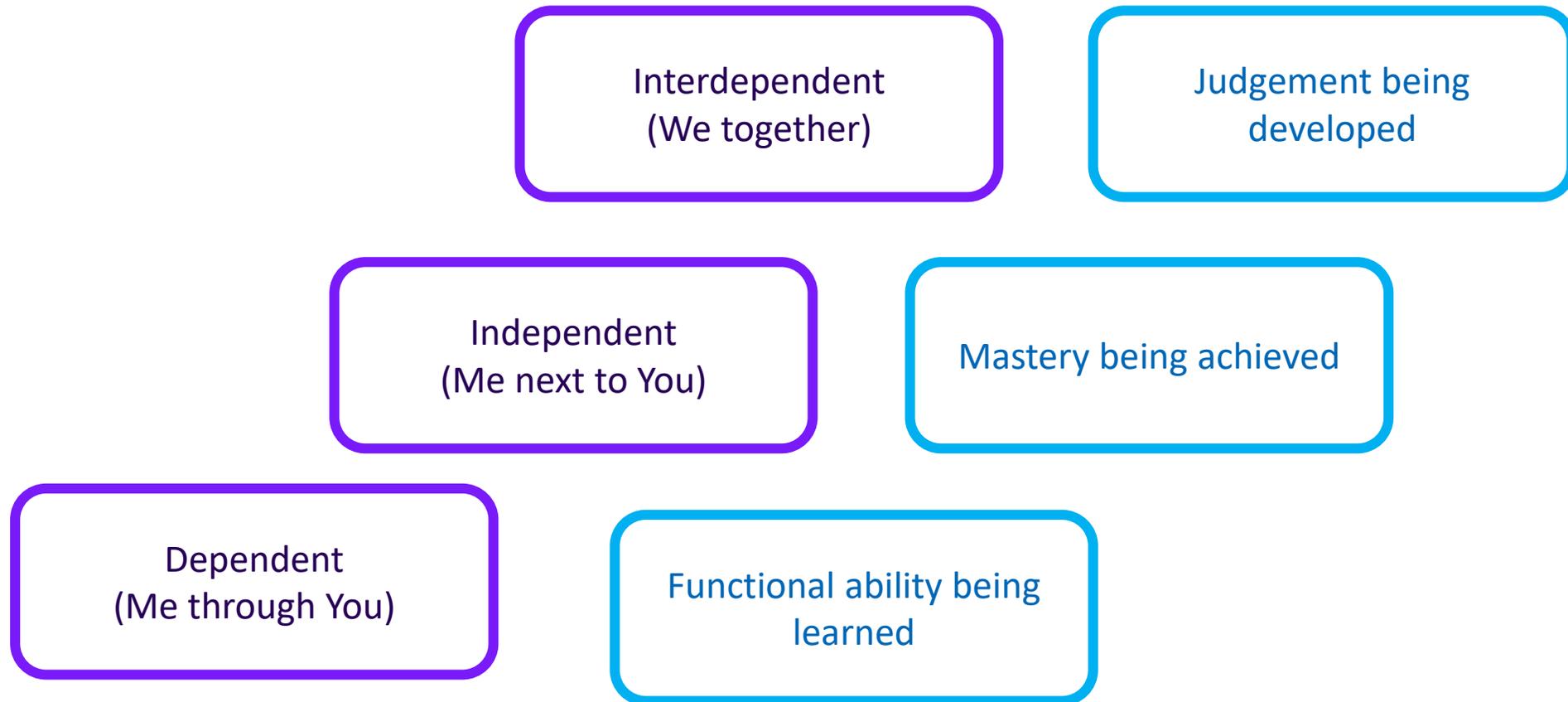


Human qualities

How we relate to each other

(Here's my second book recommendation)

Skills + Qualities = Competence



Aristotle knew, a long time ago

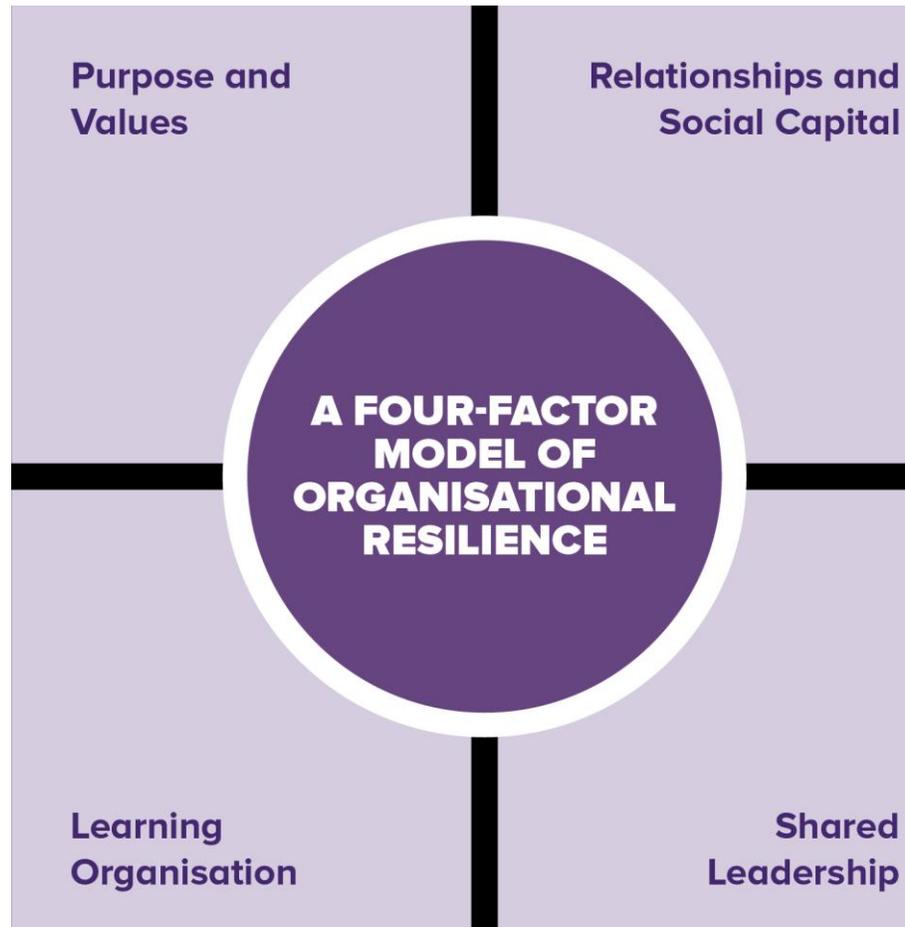
The three levels or types of friendship:

- **Friendships of utility**
 - A transactional relationship
- **Friendships of pleasure**
 - Friends with whom you enjoy social relations
- **Friendships of ‘the good’**
 - Friends who inspire or improve you, soulmates, your deepest confidants

The importance of ‘face’.

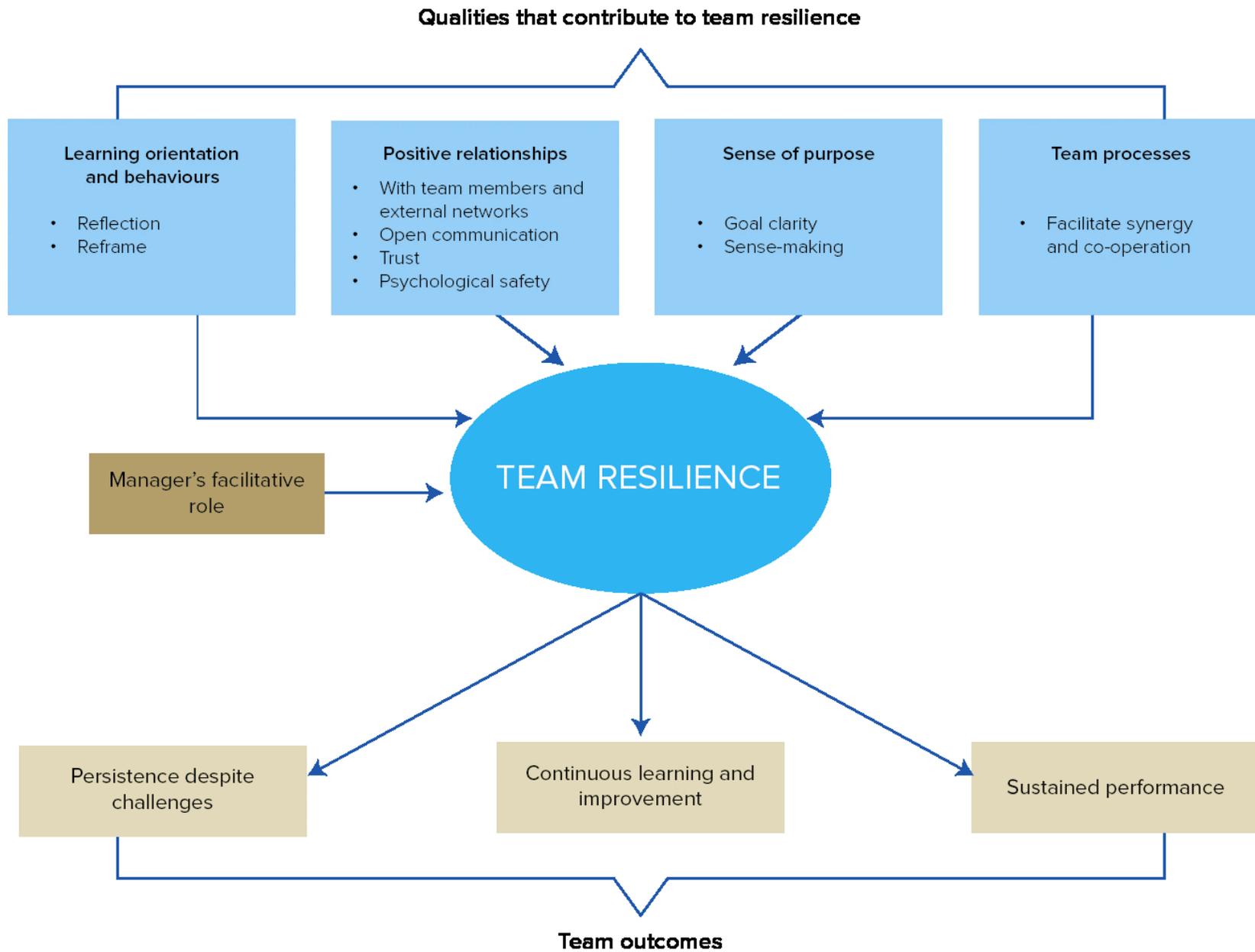
- As we move from transactions, through pleasure to friendships of ‘the good’ our need to be in physical relation increases.
- The *personal* needs *presence*.
- Utility, by contrast, requires minimal relational content.

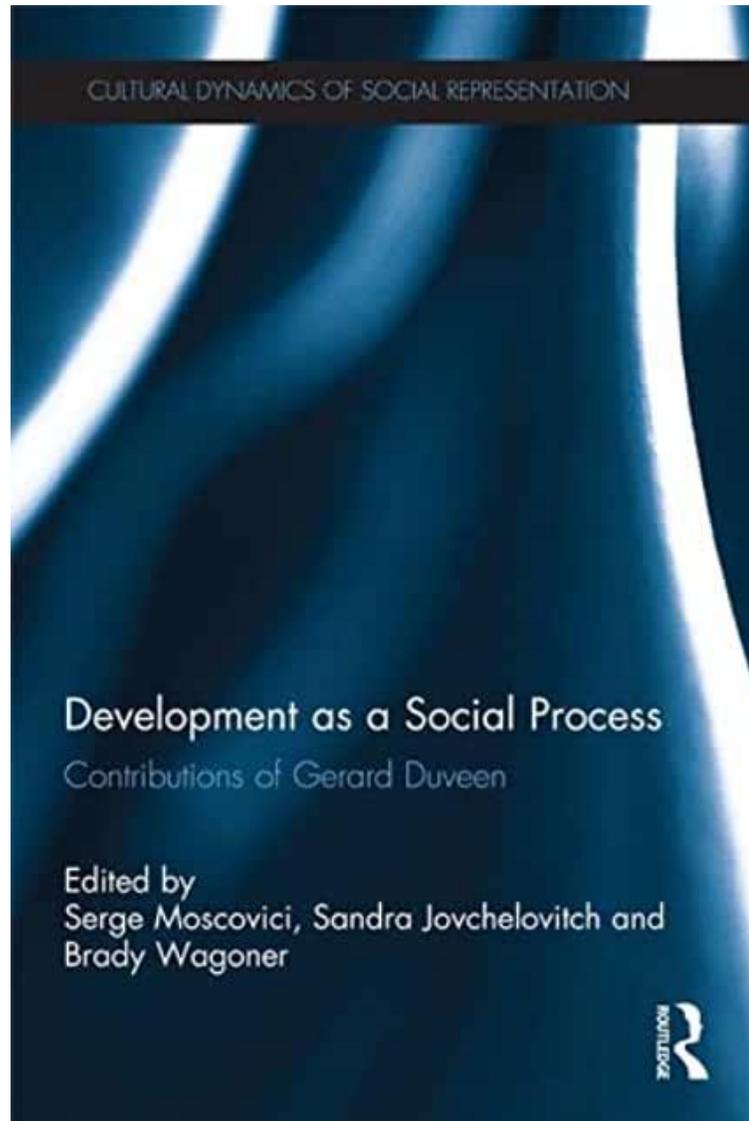
DEVELOPING RESILIENCE



- Resilience is a strategic asset, but is it on the table in your organisation?
- The interactions between the four factors will either build or inhibit resilience.
- What happens in your organisation?

TEAM RESILIENCE



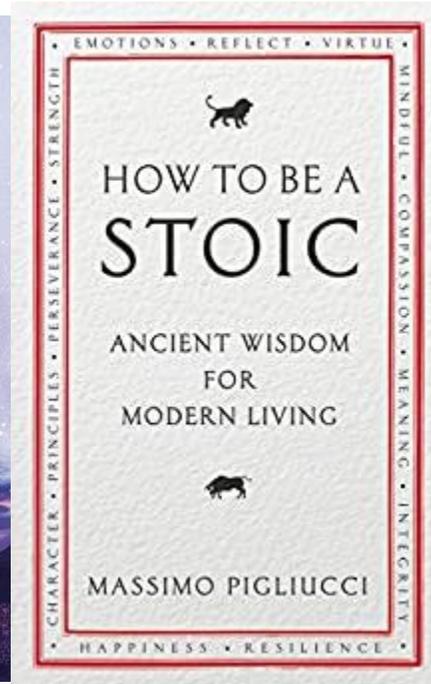
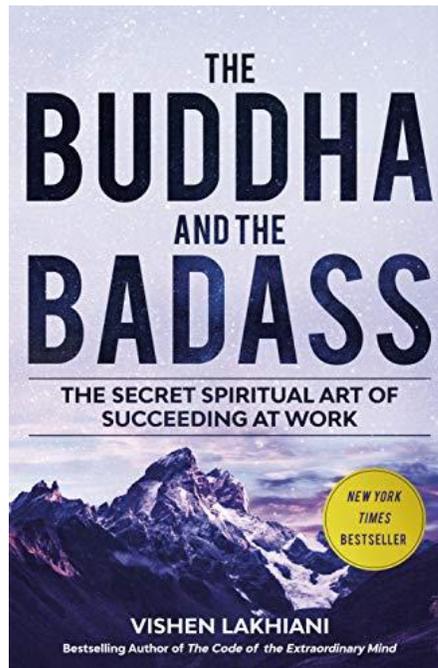
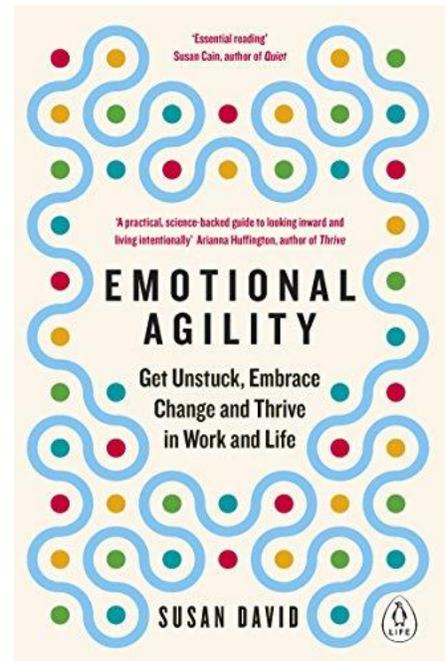


Gerard Duveen

“...it is only in context, never without it or out of it, that the psychological emerges.”

Or, we're all in it together!

(Here's my third book recommendation)



Education & Training

Responding to disruption.
Global trends and our
research and practice:

(Here are my fourth, fifth and sixth book
recommendations!!)

Learning methodologies

Which of the methodologies below do you think are best suited to developing basic or core work skills? Rank as many as you think are appropriate.

- A. Individual e-learning content
- B. Blended learning (part online, part face-to-face)
- C. Digital facilitation
- D. Face-to-face group learning
- E. Team/ group coaching
- F. Individual coaching
- G. Peer to peer activities
- H. On the job training
- I. Action learning/ change management
- J. Games and business simulations
- K. Smart play e.g. Lego
- L. Reading and thought leadership materials



<https://calm.participoll.com>

Learning methodologies

Which of the methodologies below do you think are best suited to developing advanced or senior level skills? Rank as many as you think are appropriate.

- A. Individual e-learning content
- B. Blended learning (part online, part face-to-face)
- C. Digital facilitation
- D. Face-to-face group learning
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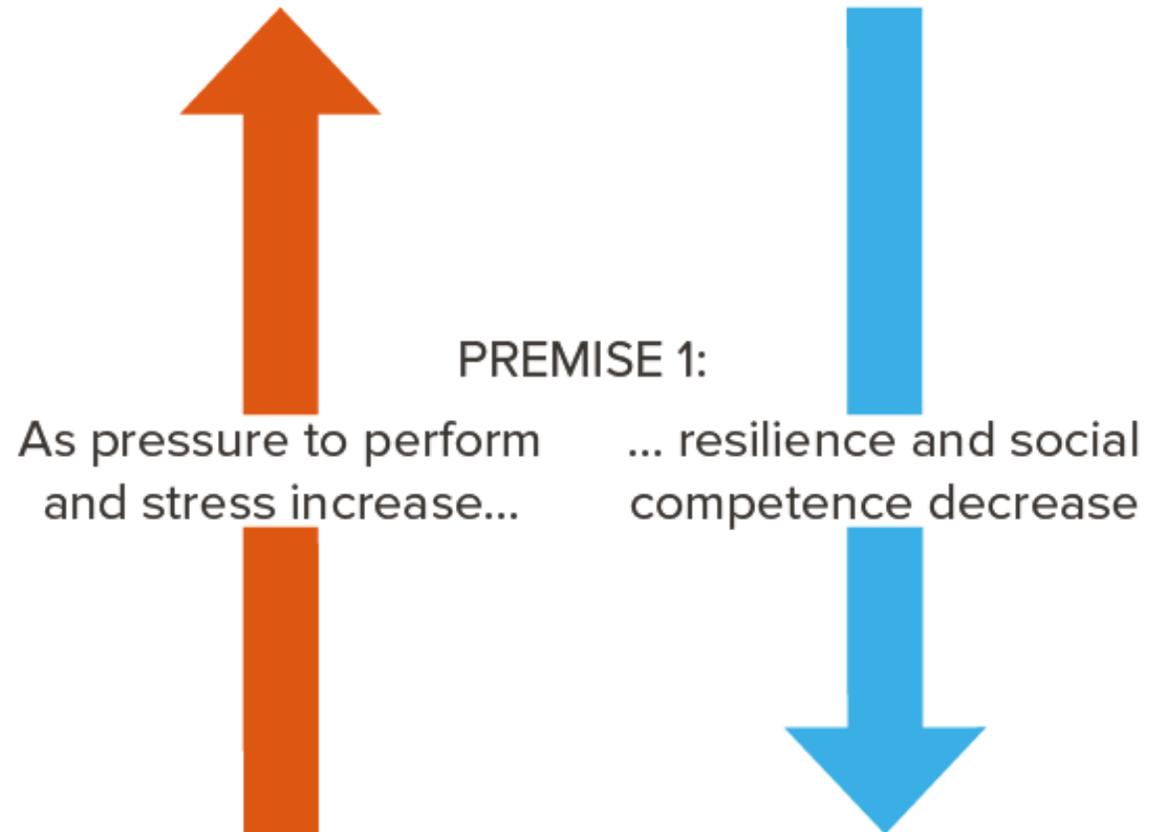
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THE LEARNING ORGANISATION

Do people have a chance to breathe at work, to reflect on their day's work, to question processes and practices, to seek out different views, to challenge assumptions, "to speak truth to power"?



Learning capacity



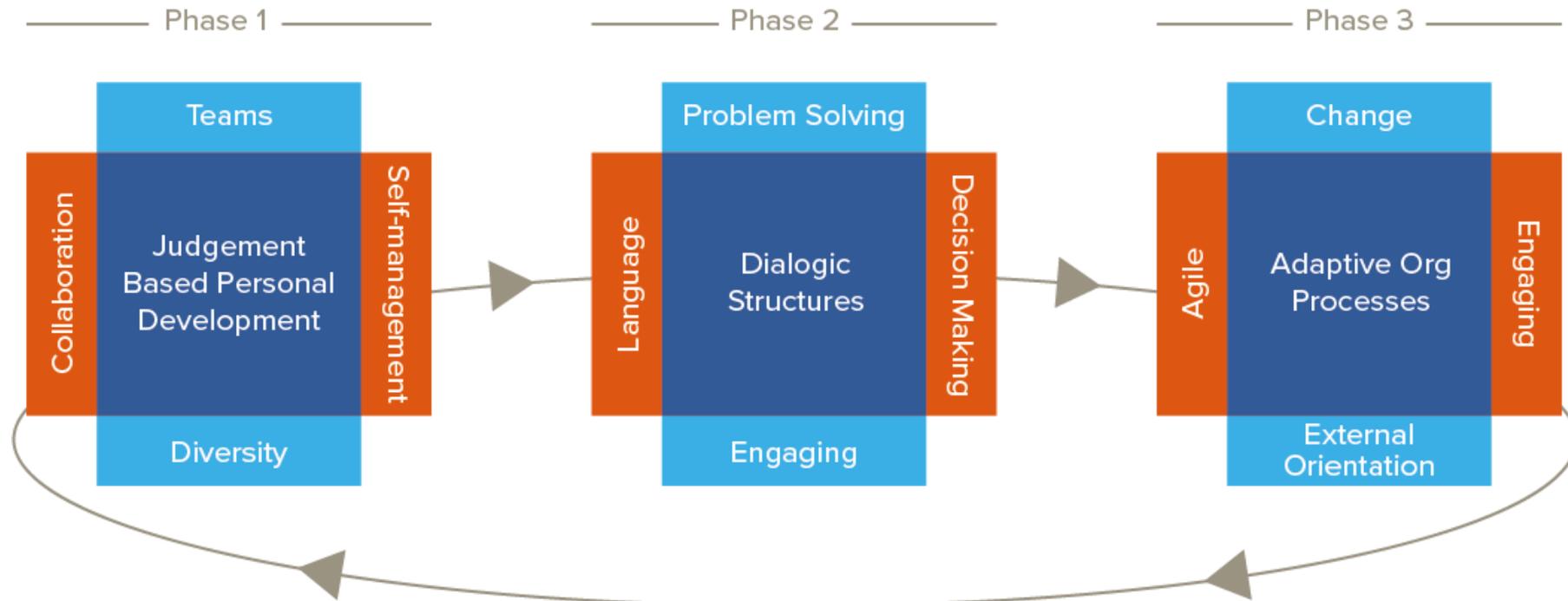
Learning perspective



PREMISE 2:

- We must make clear choices.
- We have many more choices than we think...

Cultural resilience



PREMISE 3:

Dialogic social practices identify and enable choices of response to external stimuli

The background image shows a grand, vaulted interior space, possibly a museum or gallery. The architecture features large, arched openings and intricate, light-colored decorative elements. People are seen walking through the space, some looking at the architecture. The lighting is warm and focused on the central area.

RELATIONSHIPS & SOCIAL CAPITAL

Do structures and processes work in ways that help collaboration and networking, rather than an environment of silos, 'them and us' attitudes, and internal competition?

FUTURE COMPETENCE IS ALL CONNECTED



Digitisation:

Tasks that are repetitive or predictable will become automated or engineered through data and machine learning, leaving large gaps in technical competence maps. As fast as they are written, competence maps will become redundant.



Organisation

Organisations now rarely produce their services or products alone. Work is delivered via networks of alliances, informal and formal. This has implications for how competence is understood. Key competences in the digital age are relational rather than technical, focusing on clarity, dialogue and collaborative performance.



Collaboration Inter-competence©

As automation takes over routine, stand-alone tasks, remaining work will be complex, collaborative and based on 'inter-competence©'. Inter-competence will run like a golden thread throughout all individual competences, connecting work with collaborative, creative dialogue. This will be the key 'technical' competence of the future.

RETHINKING COMPETENCE



Technical competence: this will divide into two parts:

Repeatable and predictable routine – these will be automated, digitized

OR

Judgement and problem solving – these will rely on human collaboration



Behavioural competence: this will be understood as either:

Compliance – behaving to norms and expectations

OR

Performative – demonstrating alignment to values and mission



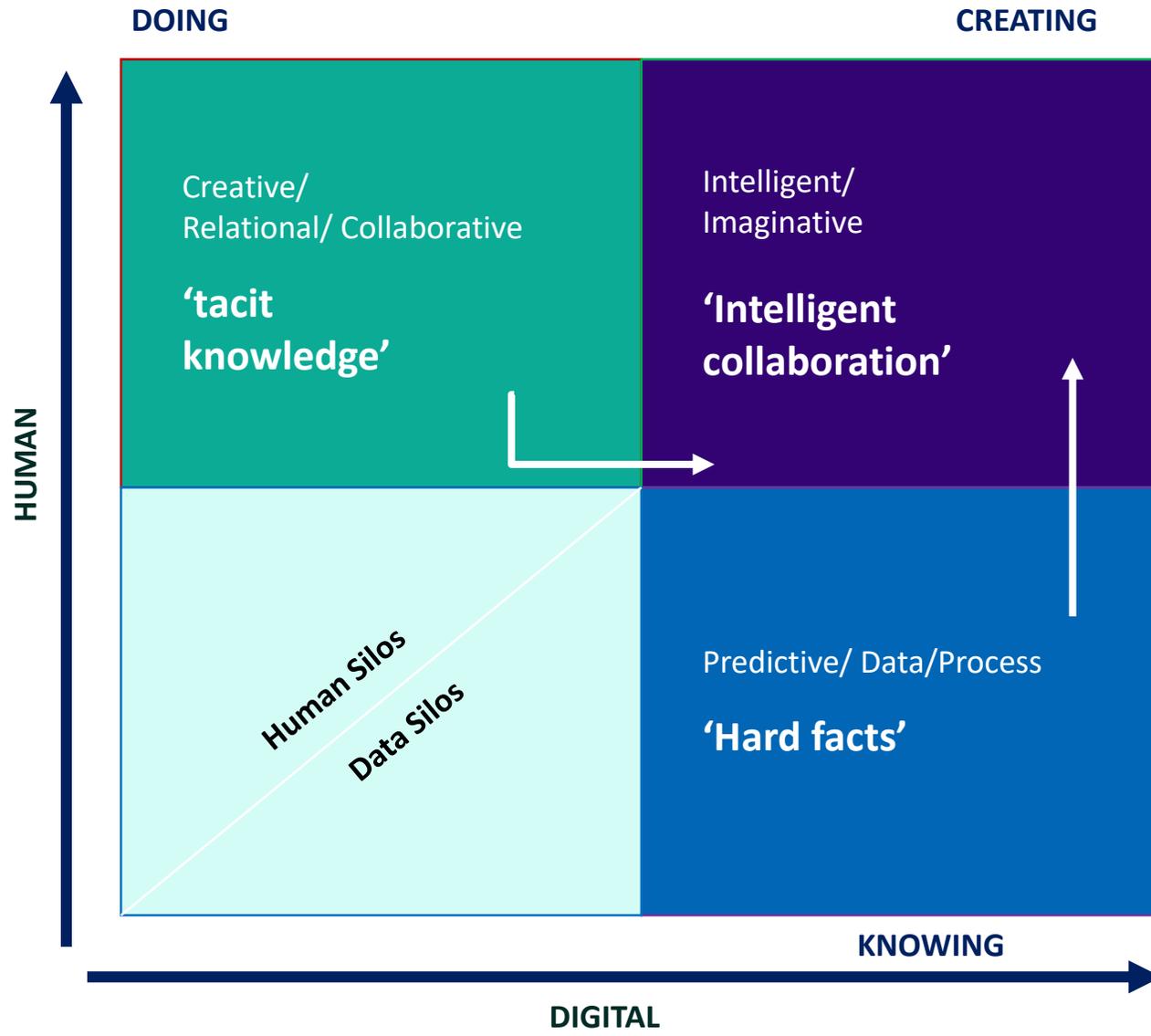
Inter-competence: this will be the key to future human value:

Collaborative – working with and through others

AND

Creative – generating new and imaginative possibilities

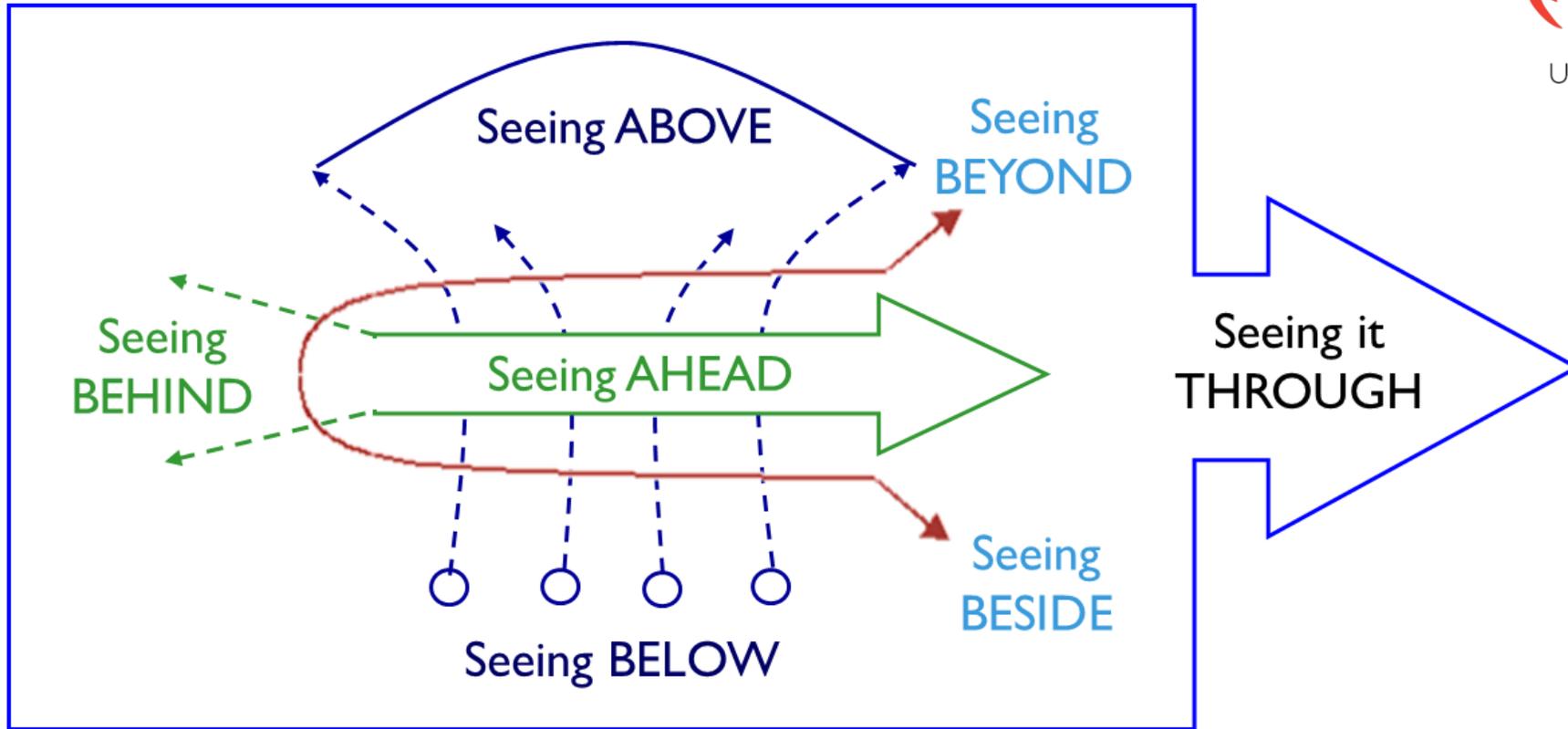
INTEGRATING DIGITAL AND HUMAN COMPETENCE



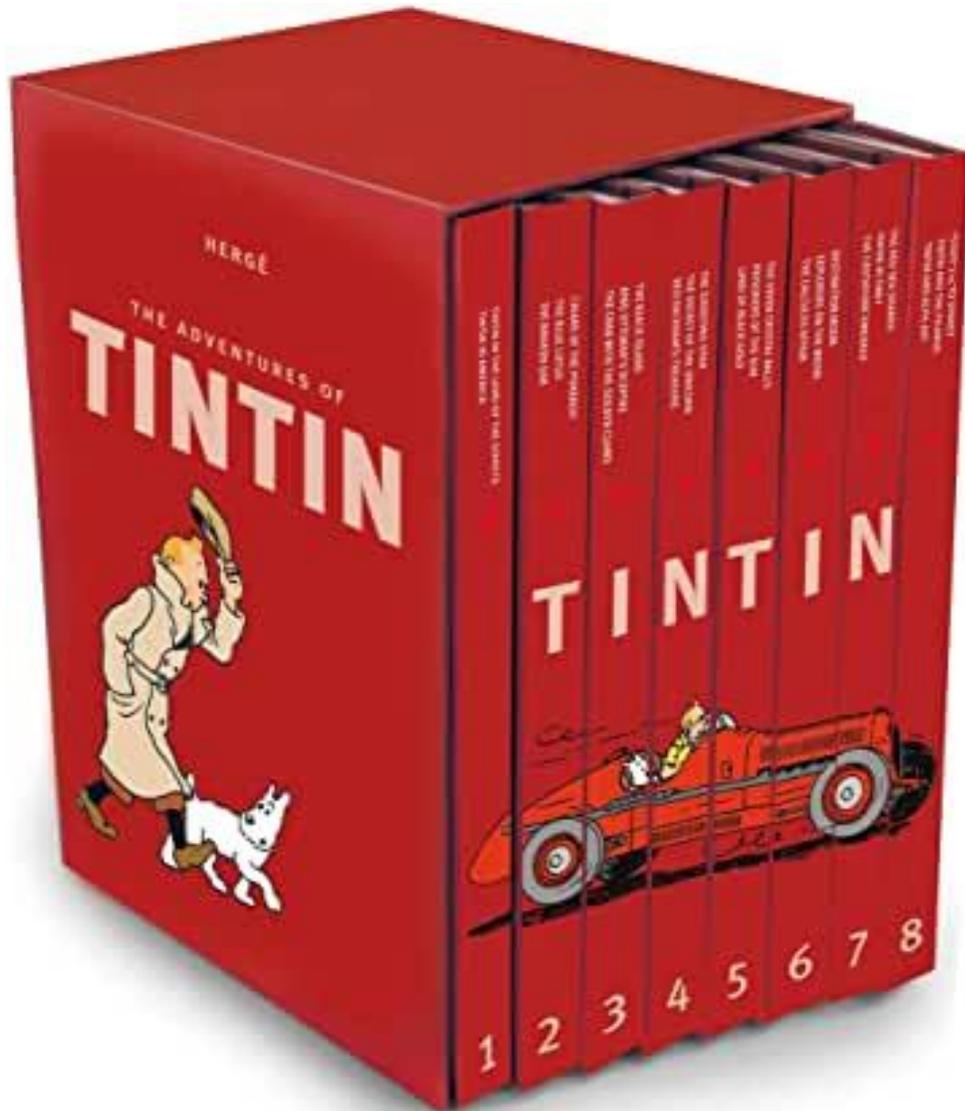
Inter-generational competence:

Hard facts + Tacit knowledge =
Intelligent Collaboration

THINKING AS 'SEEING'



Source: *Strategic Thinking as Seeing* by Henry Mintzberg in J Nasi, Ed., *Arenas of Strategic Thinking*
Foundation for Economic Education, Helsinki, Finland, 1991



Parting thoughts

If you can think it, you can learn it. If you can learn it, you can do it.

(Here's my final book recommendation. Never abandon your inner child.....)



Working in Asia Pacific Report 2020

Insights on:
HR competencies, challenges, and
mental health issues impacting people
working in Asia Pacific

<https://www.surveymonkey.com/r/ial-wiap>



Don't be fooled by false prophets

- In the digital age, SOCIAL skills are key. Otherwise humans will have no future, and machines serve no higher purpose.
- We must move from STEM to STEAM, in our skills planning.
- Digital tools cannot, and maybe never will, organically imagine and create psychological outcomes. This is uniquely human.
- Without human value there is no global diversity or resilience.
- Our mission, as educators and fellow humans, is to foster human value, imagination, judgement and skills.

THANK YOU!



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Q & A

