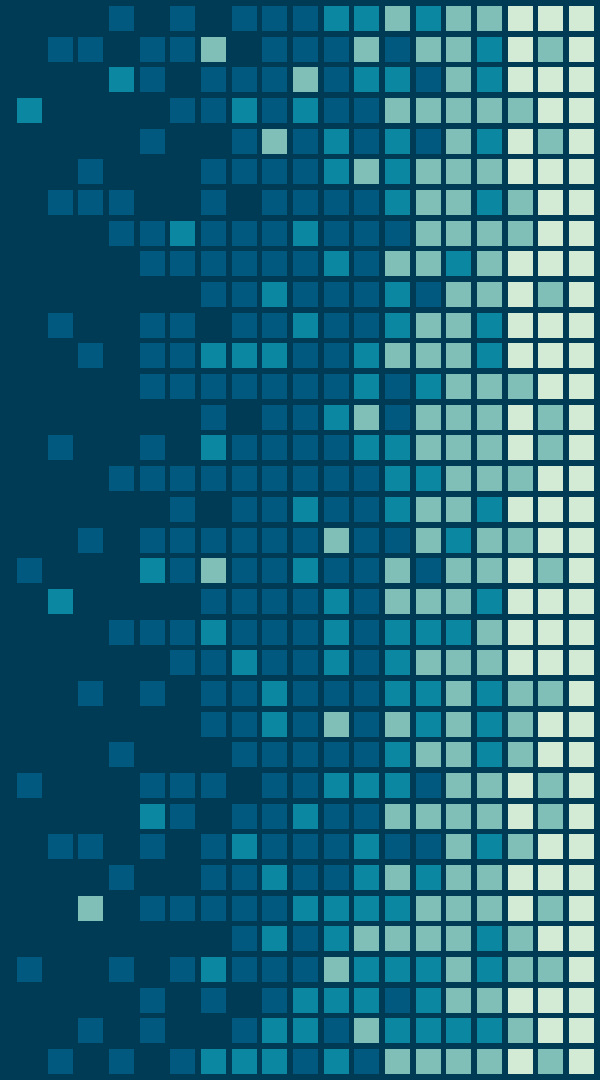


# Transforming Public Sector Organizations by creating a Culture of Continuous Learning

Lena Moll,



# Transforming Public Sector Organizations by creating a Culture of Continuous Learning

Lena Moll,

OSCE



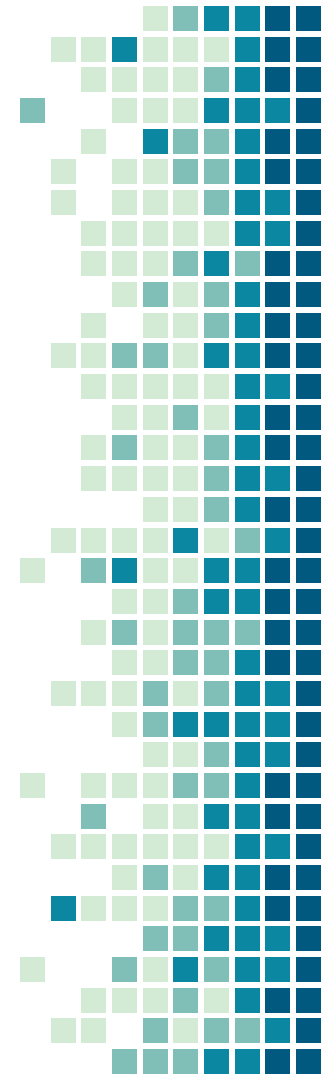


# HELLO!

**I am Lena Moll**

Talent Management Officer with  
the OSCE

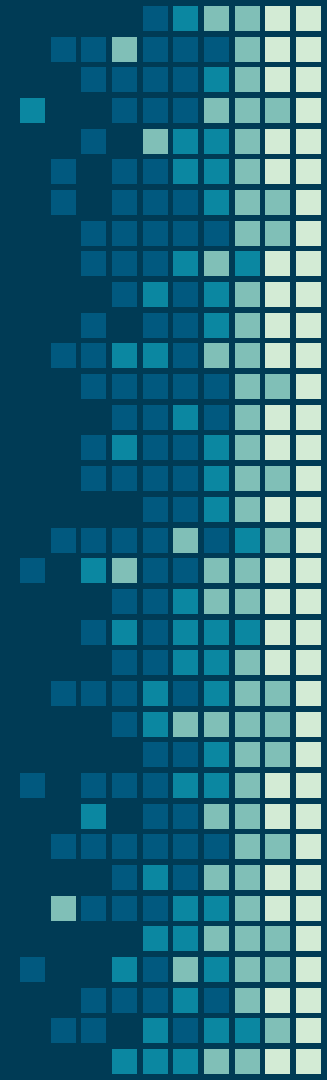
I believe in continuous learning



# Outline

Why transformation – the future of work  
Continuous learning and the growth mindset  
Creating a culture of continuous learning  
What we have done at the OSCE  
What you could do





# What transformation?

The inevitable transformation



AI, automation, technology

Demographics

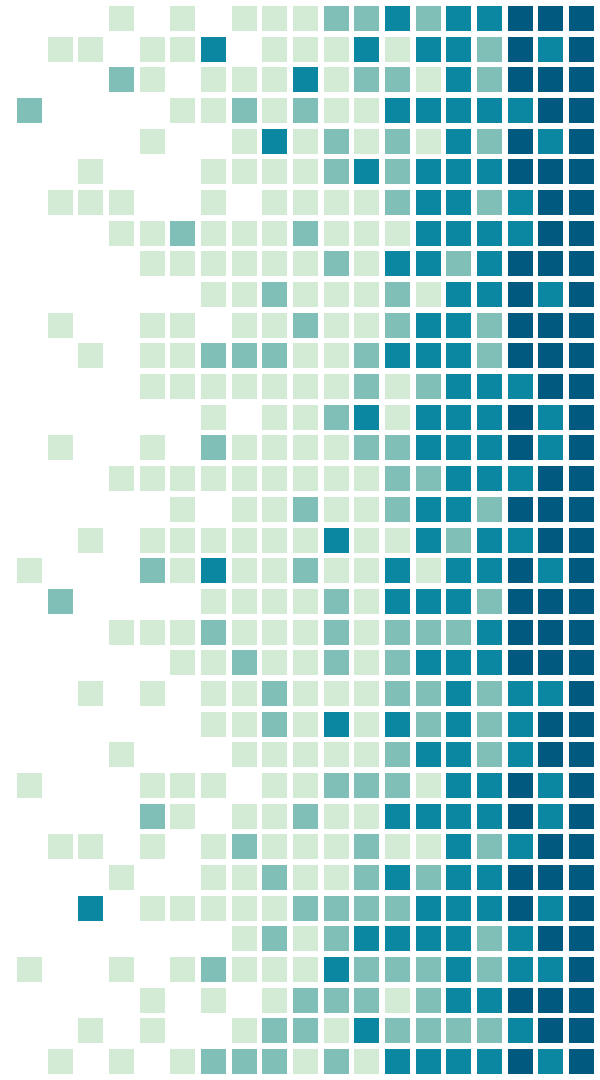
Employees' expectations

# The disruptions to how we work

Career models

Lack of trust, budget cuts

# The consequence for organizations



# Consequences of those disruptions

## AI, Technology

47% of jobs won't exist in 10 years

But new jobs will

Skills gap

Hybrid and distinctly 'human' skills needed

Half-life of hard skills: 2 years

## Demographics

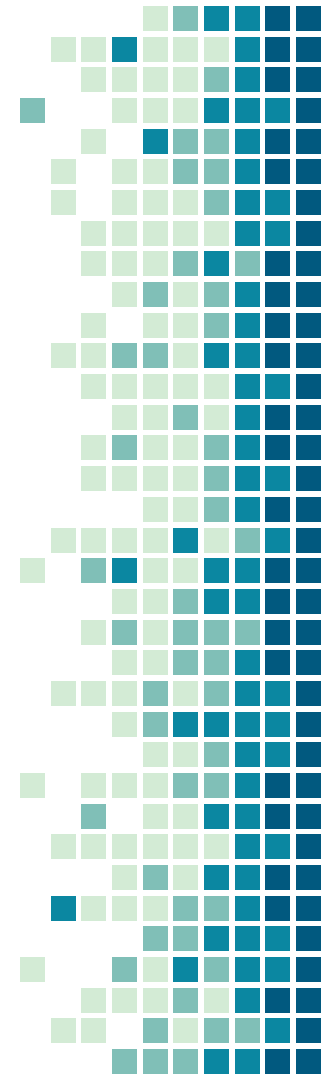
Employ all segments of workforce

keep >50

War for skills and talent

Employees' expectations

## Careers





# Millennial Expectations changed work



Desire for purpose

Flexible arrangements, work remotely

Expect feedback weekly and progression yearly

80% want to give performance appraisal to boss

60% think 7 months of tenure means they're "loyal"

Don't want a career, they want an experience!

# Who is Generation Z (born after 1996)



Diverse  
Professional development and upward mobility  
They crave safety  
Value mentorship  
Competitive

<https://ripplematch.com/journal/article/a-comprehensive-look-at-what-generation-z-wants-in-the-workplace-fa808ac0/>

10 <https://www.forbes.com/sites/christinecomaford/2017/04/22/what-generation-z-wants-from-the-workplace-are-you-ready/#2a302afb53ef>

# Consequence of those disruptions

(cont'd)

## AI, technology

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Employ all segments of workforce

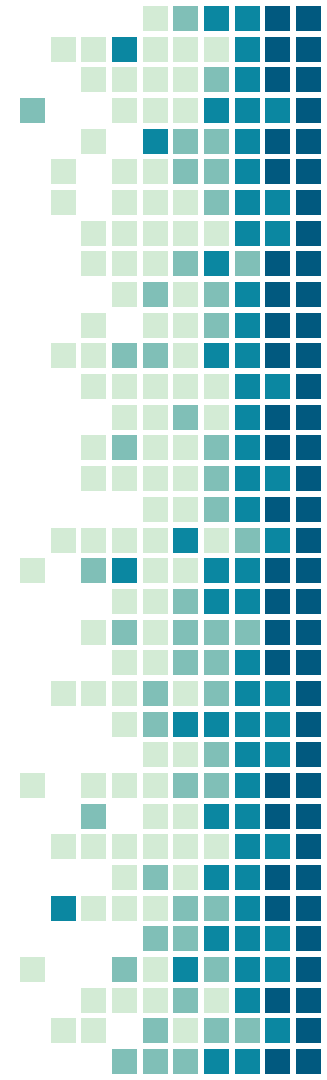
keep >50

War for skills and talent

Employees' expectations

"Employee experience"

## Careers



# Employee Experience



Inspirational Leadership

Mindfulness

Employee feedback

Personal coaching

Leadership opportunity

Great technology

Mentoring

Free food

Salaries

Commute allowance

Exercise facilities

Recognition

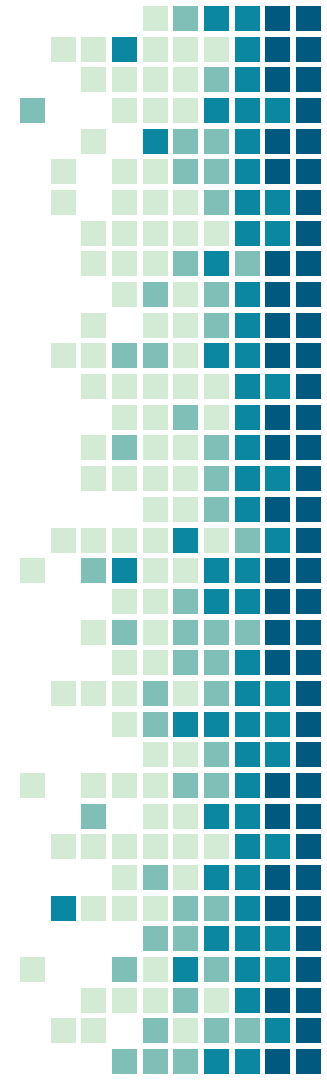
Parties

Game rooms

Career coaching

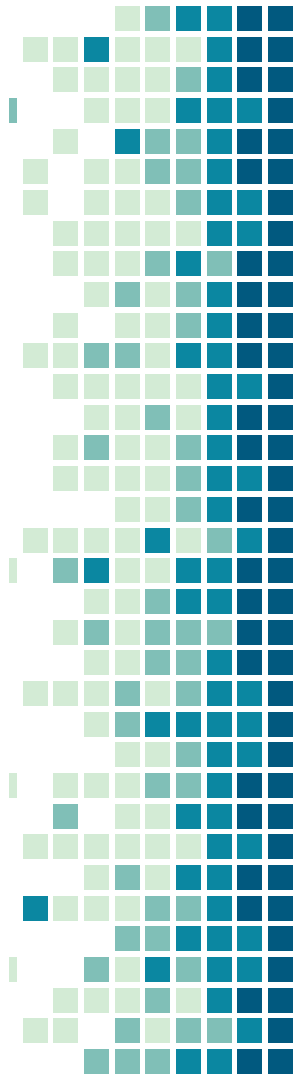
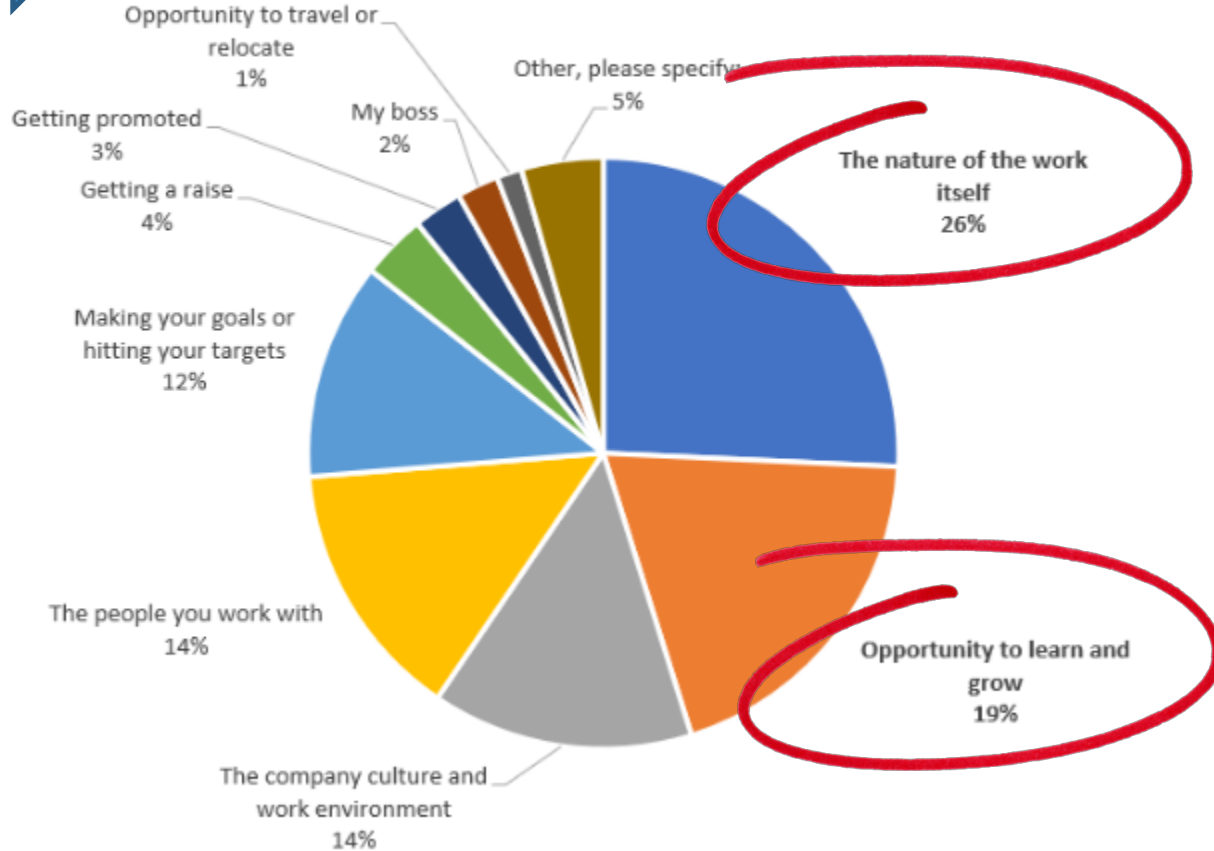
Training and development

Employee assistance...



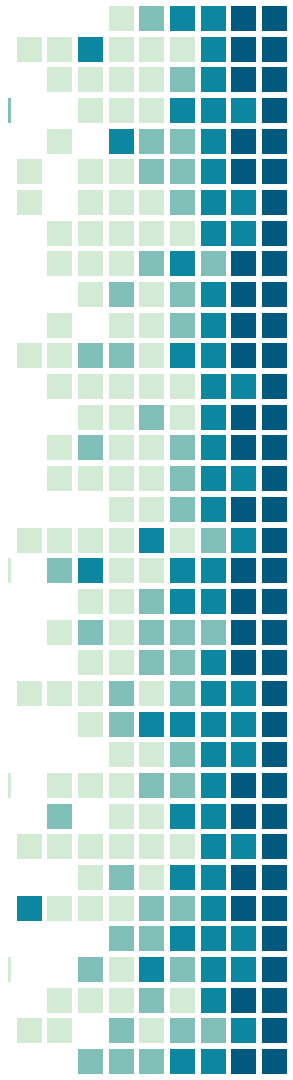
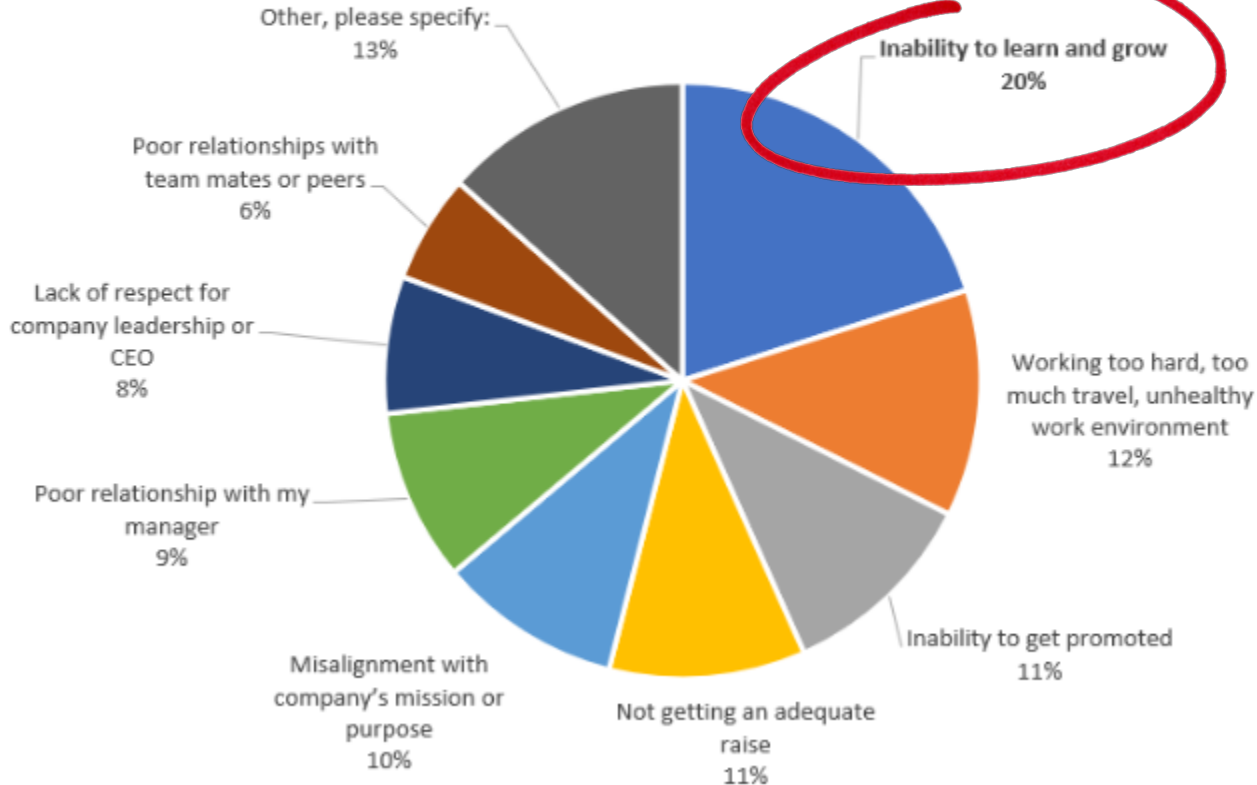


## In your current job, what is the #1 thing that inspires you and makes you happy and want to work harder?





## In your current company, what is the #1 most important thing that would make you look for a new job?



# Consequence of those disruptions

(cont'd)

## AI, Technology

47% of jobs won't exist in 10 years

Skills gap

Hybrid and distinctly 'human' skills needed

Half-life of hard skills: 2 years

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Employ all segments of workforce

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"Employer experience"

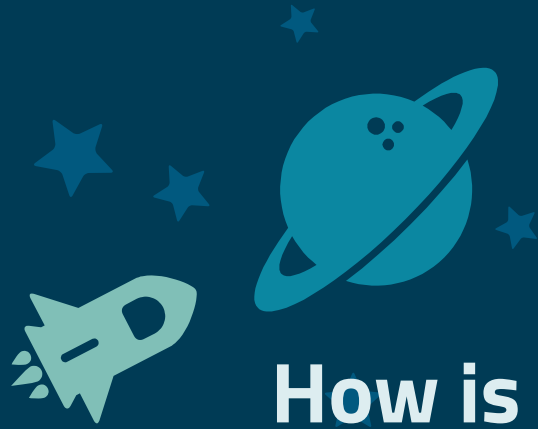
## Career

Changing employment types

37% believe they will change careers within 5 years

Horizontal or project based career progression

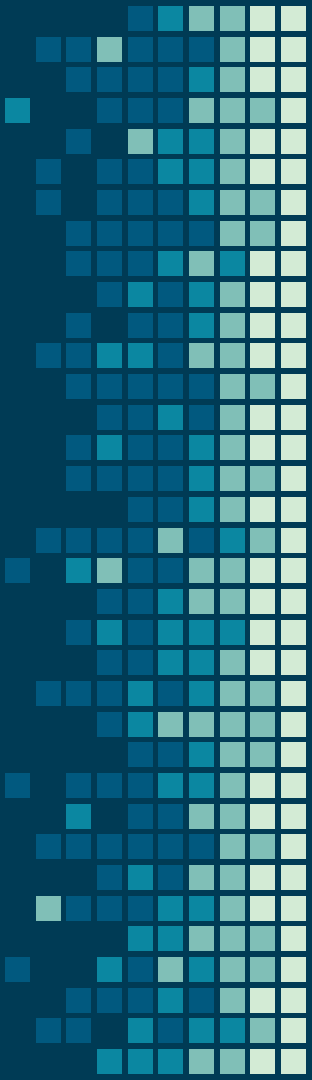




How is all of this linked to...

**Learning?**

... how is it NOT?





“ *Learning is the top-rated challenge among 2019's Global Human Capital Trends* ”

*2019 Deloitte Global Human Capital Trends*

“ *By 2022, no less than 54% of all employees will require significant re- and upskilling.*

*World Economic Forum, The future of jobs  
report 2018*

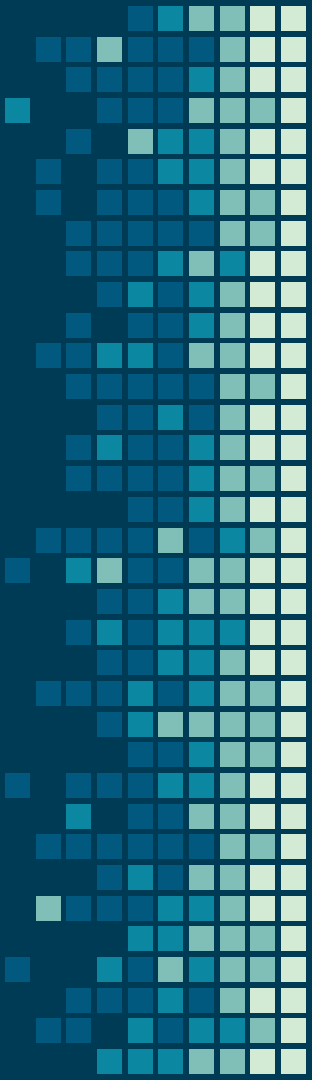
“ *A universal entitlement to lifelong learning that enables people to skill, reskill and upskill*

*Recommendation in the ILO Global Commission Report on the Future of Work*

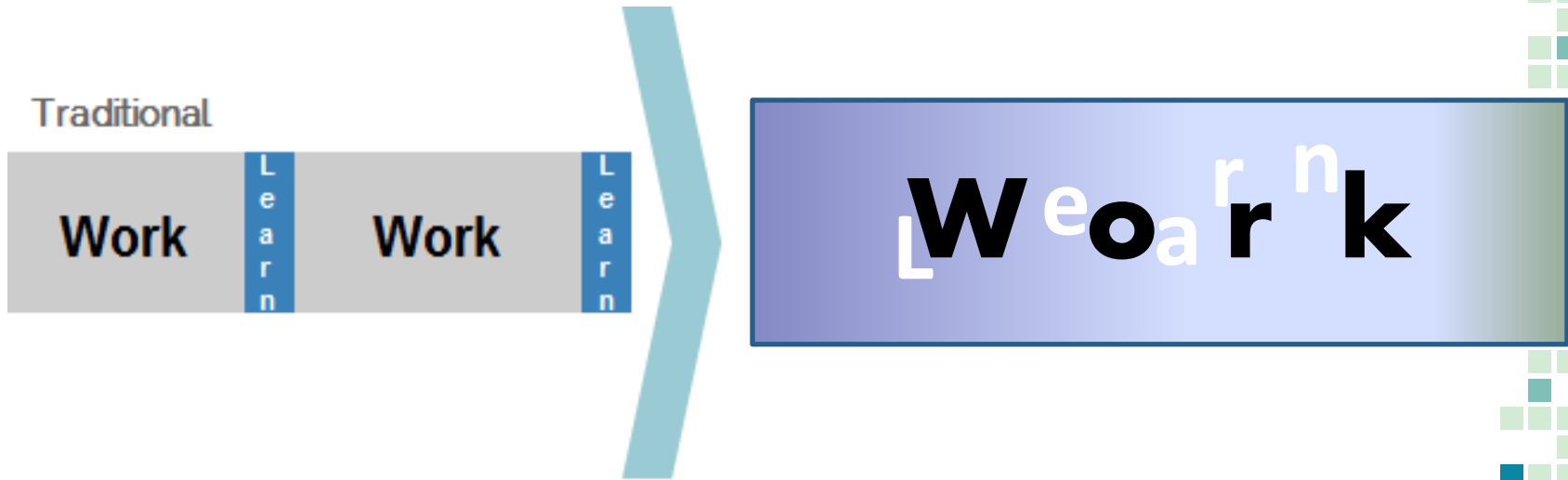
So why isn't Learning  
every organization's  
priority?



How do we make time for  
**Continuous Learning?**



# Continuous Learning is what we need!



# Continuous learning

## On the job

Learning by doing  
"micro-learning"

Feedback

Stretch

Assignments

Projects

## Learning from each other

LXP, WhatsApp, Linked In  
email ...

Shared brainstorming,  
problem-solving, after-  
action reviews

Feedback (customer, 360,

Leader-led dev't

Mentoring, shadowing

## Structured

Process

Actually: **Lifelong learning** is what we need

L L e i a f r e n



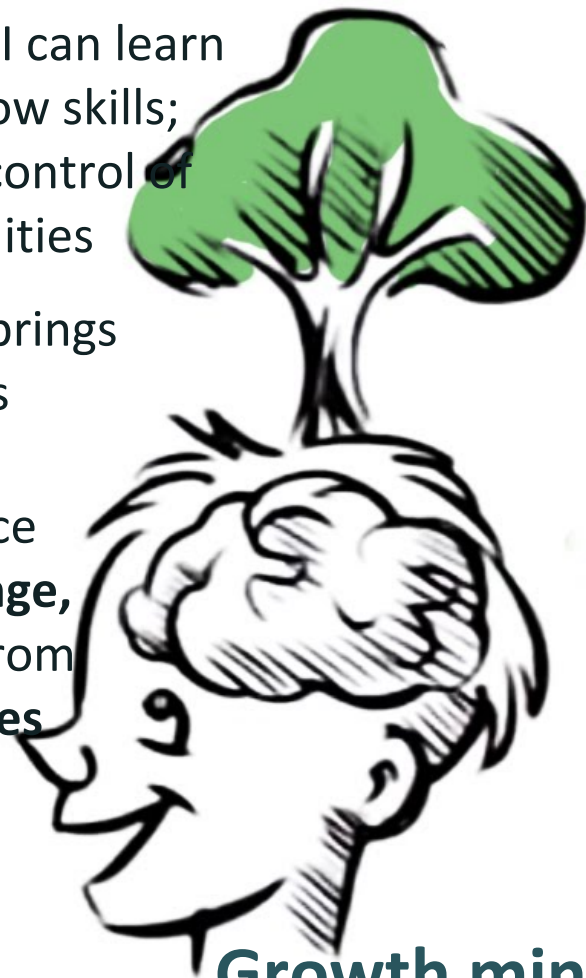


**I AM STILL LEARNING.**

MICHELANGELO  
(AGED 87)



- **Belief:** I can learn and grow skills; I'm in control of my abilities
- **Effort** brings success
- Embrace **challenge**, learn from **mistakes**

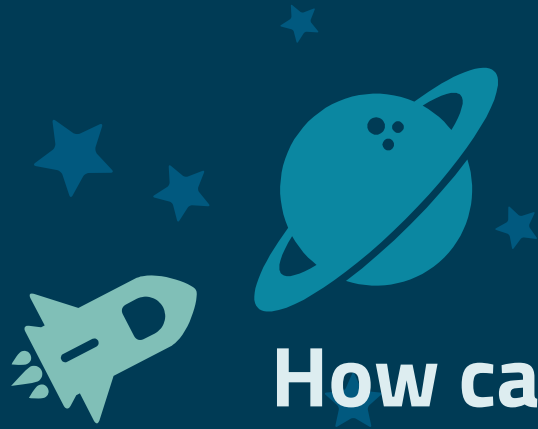


- **Intelligence** and talent are natural and **static**
- **Effort** is not useful or needed
- Avoid **challenge**, **mistakes**



## Growth mindset vs. fixed mindset





How can we create a culture of

# Continuous Learning and Growth Mindset?



The background of the slide features a silhouette of two people climbing a dark, jagged cliff. One person is higher up, reaching down to assist the other. The scene is set against a bright sunset sky with the sun low on the horizon, creating a warm, golden glow. The overall mood is one of challenge and mutual support.

# Things to consider when creating a culture of continuous learning:

- Who are the learners?



# The learner

Overwhelmed

Distracted

Impatient

Really WANT to learn

Manager involvement works

Mobile

Ask and share

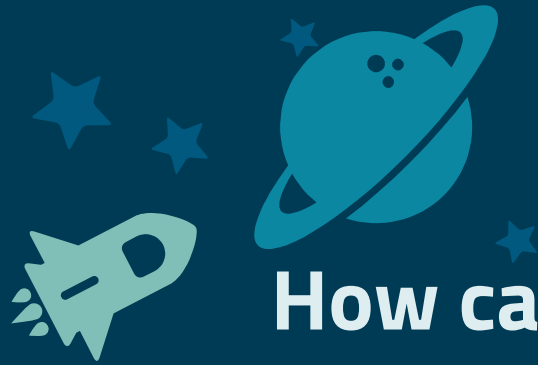
Self-directed

Just-in-time for on-the-job learning

The background of the slide features a silhouette of two people climbing a rocky cliff. One person is higher up, reaching down to assist the other. The scene is set against a bright sunset sky with the sun low on the horizon over the ocean.

# Things to consider when creating a culture of continuous learning:

- Who are the learners?
- We need our leaders on board
- Budget? Resources?
- What else?



How can we create a culture of

# Continuous Learning and Growth Mindset?



Share your success stories and lessons  
learned

# This has worked for us at the OSCE

## Our approach in L&D:

**Connectors** (of people)

**Collectors** (of resources)

**Curators** (of content)

**Conveners** (of learning events)

**Conversationalists**

**Coordinators**



People over processes

People before technology

“relationship-centered”



# OSCE

## Learner-centered:

Focus on the needs of the learner

- Personalized with individual goal setting
- Self-reflection
- Flexible anytime, anywhere



## Relationship-centered:

All of this **AND**

Focus on relationships, people, community, peer group, network

- Shared experiences
- Shared problem-solving
- Learning from each other
- Mutual respect

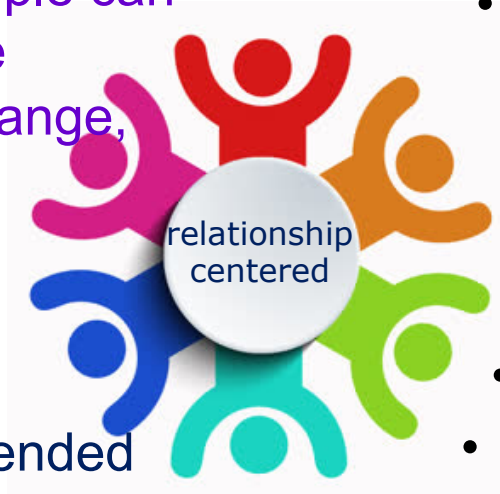
# OSCE

## “Invisible learning”

- Bite-size, nudges that people can consume in their own time
- Facilitate knowledge exchange, meetings, discussions
- Self/ team reflections

## Mentoring Programme

- 12-months, structured, blended
- 56 pairs, no problem finding (senior mentors, useful for all; reverse mentoring happens naturally)




## Peer Learning

- Informal “coffee briefings”
- Courses offered by peers
- Peer coaching

## Leadership and Manag’t Development

- Strong focus on coaching
- Embedded into their work
- Community, support group
- Learning platform, WhatsApp group



What can YOU  
do?

# THANKS!

You can find me at:  
[Lena.Moll@osce.org](mailto:Lena.Moll@osce.org)

