Transforming Public Sector Organizations by creating a Culture of Continuous Learning

Lena Moll, OSCE
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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
The disruptions to how we work

Demographics

AI, automation, technology

Employees’ expectations

Career models

Lack of trust, budget cuts
The consequence for organizations
Consequences of those disruptions

<table>
<thead>
<tr>
<th>AI, Technology</th>
<th>Demographics</th>
<th>Careers</th>
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<td>47% of jobs won’t exist in 10 years</td>
<td>Employ all segments of workforce</td>
<td>War for skills and talent</td>
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<td>But new jobs will</td>
<td>keep &gt;50</td>
<td>Employees’ expectations</td>
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<td>Hybrid and distinctly ‘human’ skills needed</td>
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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

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

**Demographics**
- 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?

- The nature of the work itself: 26%
- Opportunity to learn and grow: 19%
- The company culture and work environment: 14%
- The people you work with: 14%
- Making your goals or hitting your targets: 12%
- Getting a raise: 4%
- Getting promoted: 3%
- Opportunity to travel or relocate: 1%
- Other, please specify: 5%

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

- Inability to learn and grow: 20%
- Other, please specify: 13%
- Working too hard, too much travel, unhealthy work environment: 12%
- Misalignment with company’s mission or purpose: 10%
- Inability to get promoted: 11%
- Not getting an adequate raise: 11%
- Poor relationship with my manager: 9%
- Lack of respect for company leadership or CEO: 8%
- Poor relationships with team mates or peers: 6%

Consequence of those disruptions

(Cont’d)

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<td>37% believe they will change careers within 5 years</td>
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<td>War for skills and talent</td>
<td>Horizontal or project based career progression</td>
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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

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
- Special projects

Learning from each other
- LXP, WhatsApp, LinkedIn, email ...
- Shared brainstorming, problem-solving, after-action reviews
- Feedback (customer, 360, peer)
- Leader-led devl’t
- Mentoring, shadowing

Structured programs
- Courses (LMS, LinkedIn, MOOCs, f2f)
- Certifications
- Blended programs
Actually: **Lifelong learning** is what we need
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?
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
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”
This has worked for us at the 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
This has worked for us at the 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

Connectors Collectors Curators Conveners Conversationalists Coordinators
What can YOU do?
THANKS!

You can find me at:
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