

# THINK-TANK

Education, population, poverty, tax...getting views on topics like those in Jersey isn't the difficult part – but have you ever noticed how many people sound eminently credible when talking about them, even though they may actually be basing their views on conjecture, false facts and blind guesswork?

There is a real danger in making the 'facts' fit the opinion, rather than the other way around – which is exactly the point at which someone with an eye on the latest buzzwords will smugly insert the phrase 'post-truth' into the conversation, imagining its actually helpful.

So, we've asked the Jersey Policy Forum to add some robust material to those crucial local debates – the point is not to provoke agreement or acquiescence; it is to provide reliable material on which others can build their views.

By Gailina Liew, Executive Director, Jersey Policy Forum

## The future of work – technology is the easy part

Recent headlines in the Jersey media from the report issued by the Jersey Employment Group highlight that 27% of all current jobs will be radically changed or become obsolete in the next 15 years. This follows on from a PwC study published last year that predicts up to 16,900 existing jobs in Jersey being lost by 2035, predominantly in the financial services sector. The dots have been there to connect for a while so these are not surprising findings. What do we need to do differently to prepare our children and current workforce to not only survive but thrive as these changes roll through?

The McKinsey Global Institute has previously looked at the kinds of jobs that will be lost and new ones that will be created as automation, artificial intelligence (AI), and robotics take hold. The research suggests that the need for manual and physical skills and basic cognitive ones will decline, but, demand for technological, social and emotional, and higher cognitive skills will grow. Further research<sup>1</sup> from a survey of 18,000 people in 15 countries has identified a set of 56 foundational skills and showed that higher proficiency in these skills is already associated with a higher likelihood of employment, higher incomes, and job satisfaction. So what are these skills?

The 56 skills are divided into 4 categories that include 13 key dimensions.

**Cognitive** – critical thinking, communication, planning & ways of working, mental flexibility.

**Interpersonal** – mobilizing systems, developing relationships, teamwork effectiveness.

**Self-leadership** – self-awareness & self-management, entrepreneurship, goals achievement.

**Digital** – digital fluency & citizenship, software use & development, understanding digital systems.

Our research identified 56 foundational skills that will help citizens thrive in the future of work.

56 DELTAS<sup>1</sup> across 13 skill groups and four categories

Cognitive		Interpersonal	
<b>Critical thinking</b> <ul style="list-style-type: none"> <li>Structured problem solving</li> <li>Logical reasoning</li> <li>Understanding biases</li> <li>Seeking relevant information</li> </ul>	<b>Planning and ways of working</b> <ul style="list-style-type: none"> <li>Work-plan development</li> <li>Time management and prioritization</li> <li>Agile thinking</li> </ul>	<b>Mobilizing systems</b> <ul style="list-style-type: none"> <li>Role modeling</li> <li>Win-win negotiations</li> <li>Crafting an inspiring vision</li> <li>Organizational awareness</li> </ul>	<b>Developing relationships</b> <ul style="list-style-type: none"> <li>Empathy</li> <li>Inspiring trust</li> <li>Humility</li> <li>Sociability</li> </ul>
<b>Communication</b> <ul style="list-style-type: none"> <li>Storytelling and public speaking</li> <li>Asking the right questions</li> <li>Synthesizing messages</li> <li>Active listening</li> </ul>	<b>Mental flexibility</b> <ul style="list-style-type: none"> <li>Creativity and imagination</li> <li>Translating knowledge to different contexts</li> <li>Adopting a different perspective</li> <li>Adaptability</li> <li>Ability to learn</li> </ul>	<b>Teamwork effectiveness</b> <ul style="list-style-type: none"> <li>Fostering inclusiveness</li> <li>Motivating different personalities</li> <li>Resolving conflicts</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration</li> <li>Coaching</li> <li>Empowering</li> </ul>
Self-leadership		Digital	
<b>Self-awareness and self-management</b> <ul style="list-style-type: none"> <li>Understanding own emotions and triggers</li> <li>Self-control and regulation</li> <li>Understanding own strengths</li> <li>Integrity</li> <li>Self-motivation and wellness</li> <li>Self-confidence</li> </ul>		<b>Digital fluency and citizenship</b> <ul style="list-style-type: none"> <li>Digital literacy</li> <li>Digital learning</li> <li>Digital collaboration</li> <li>Digital ethics</li> </ul>	
<b>Entrepreneurship</b> <ul style="list-style-type: none"> <li>Courage and risk-taking</li> <li>Driving change and innovation</li> <li>Energy, passion, and optimism</li> <li>Breaking orthodoxies</li> </ul>		<b>Software use and development</b> <ul style="list-style-type: none"> <li>Programming literacy</li> <li>Data analysis and statistics</li> <li>Computational and algorithmic thinking</li> </ul>	
<b>Goals achievement</b> <ul style="list-style-type: none"> <li>Ownership and decisiveness</li> <li>Achievement orientation</li> <li>Grit and persistence</li> <li>Coping with uncertainty</li> <li>Self-development</li> </ul>		<b>Understanding digital systems</b> <ul style="list-style-type: none"> <li>Data literacy</li> <li>Smart systems</li> <li>Cybersecurity literacy</li> <li>Tech translation and enablement</li> </ul>	

<sup>1</sup>Distinct elements of talent.

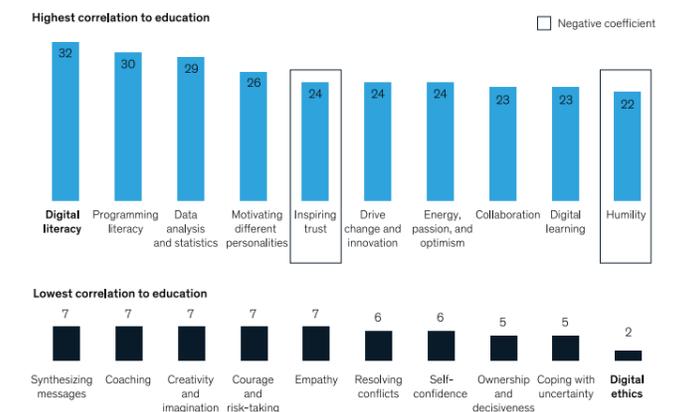
lifelong learning (to encourage the existing workforce to learn new skills). Having appropriate technical knowledge, particularly in the Digital category with the increasing pace of technological change, is just one piece of the puzzle and is the easier set of skills to teach as they are rooted in generally agreed standards; for example, mathematical, coding and logic rules – think of the English language today that is based on a standard alphabet with 26 letters.

The real challenge lies in our ability to learn and become proficient at more of the non-technical and higher-level cognitive skills, sometimes called 'soft' skills – this area doesn't necessarily have generally agreed standards in a culturally, professionally and ethnically diverse population; for example, how do trust and empathy work across different cultures and contexts? How can "courage and risk-taking" be strengthened in a highly regulated environment? Can we find and support the people that can communicate across different personalities, boundaries and technical silos to help build these skills? There are no easy answers but recognising and investing in addressing questions like these and building these "soft" skills in our society – including children, workers, civil society, change agents and decision-makers, across all ages and communities – in a continuous and sustained fashion is critical to increase the odds of success in navigating the current disruptions and those to come.

Government has recently invested in supporting digital skills development with overwhelming enrollment and demand for fully funded courses – that is a good reflection of the appetite to learn in the workforce. Investment in the Cognitive, Self-Leadership and Interpersonal categories is urgently needed now for comprehensive skills development of the current workforce. Significant government investment and sustained focus on radical education reform is also critical to teach and develop the 56 foundational skills in our children from their earliest years to secure our collective future success.

### Proficiency in certain DELTAs is not necessarily linked to education.

Accuracy of statistical models predicting DELTA<sup>1</sup> proficiency from level of education,<sup>2</sup> percentage points above pure chance of 33% (3 proficiency levels, value of 0 = pure chance)



<sup>1</sup>Distinct element of talent. <sup>2</sup>Three statistical models used: linear discriminate analysis, multinomial logistic regression, and ordinal logistic regression. For each DELTA, the figures displayed are from the statistical model that showed the highest predictive accuracy.

McKinsey & Company

<sup>1</sup>https://www.mckinsey.com/industries/public-and-social-sector/our-insights/defining-the-skills-citizens-will-need-in-the-future-world-of-work