Developing Key Behavioural Skills
for the
Future of Work in Health

David Sales, First Ascent Group

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Health Organisations

- Hospitals and local surgeries

- Pharmaceutical companies

- Health focused start-ups and entrepreneurs

- Sport organisations

Businesses' top 10 skill priorities for 2027

WORLD ECONOMIC FORUM

1. Analytical thinking

2. Creative thinking

3. AI and big data

4. Leadership and social influence

5. Resilience, flexibility and agility

6. Curiosity and lifelong learning

7. Technological literacy

8. Design and user experience

9. Motivation and self-awareness

10. Empathy and active listening

Type of skill

■ Cognitive skills   ■ Self-efficacy   ■ Technology skills   ■ Working with others

Source
World Economic Forum, Future of Jobs Report 2023.

Note
The skills which organizations will prioritize in workforce
development initiatives from 2023 to 2027

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Measuring Impact

- Clear outcome measures (behaviours and impact)
- Structured evaluation process (Kirkpatrick)
- Clear reporting

4. Impact

3. Behaviour

2. Learning

1. Intent

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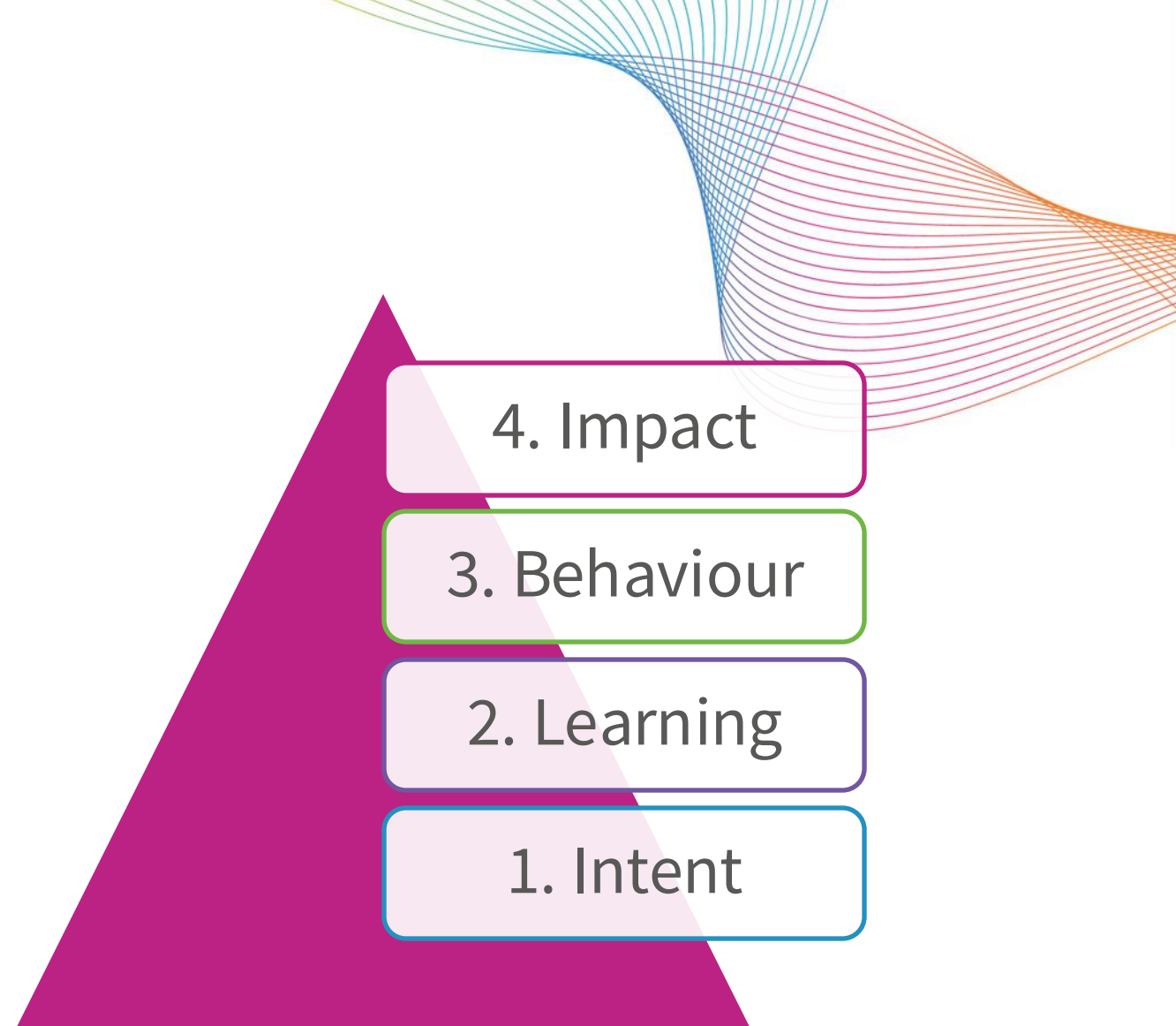
Research Based Approaches

- Science based psychometrics (Emergenetics)
- Evidenced case studies
- Qualified trainers, coaches and facilitators
- Training using brain science (eg AGES)
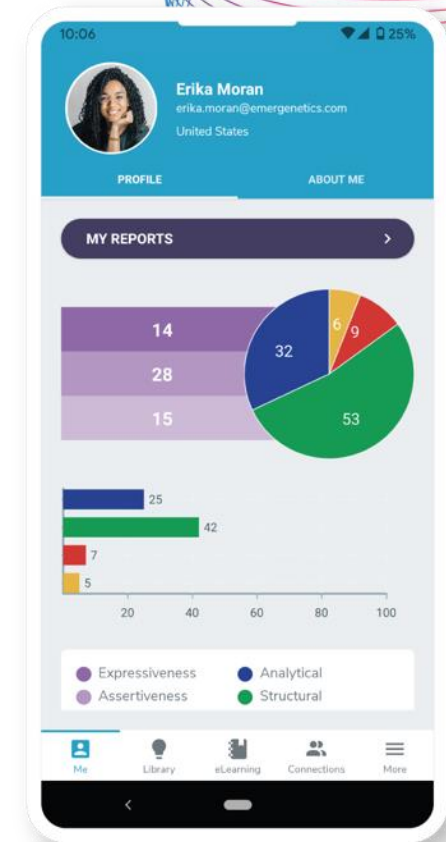
Attention is critical.

Getting it and keeping it, when the average attention span is 5 seconds.

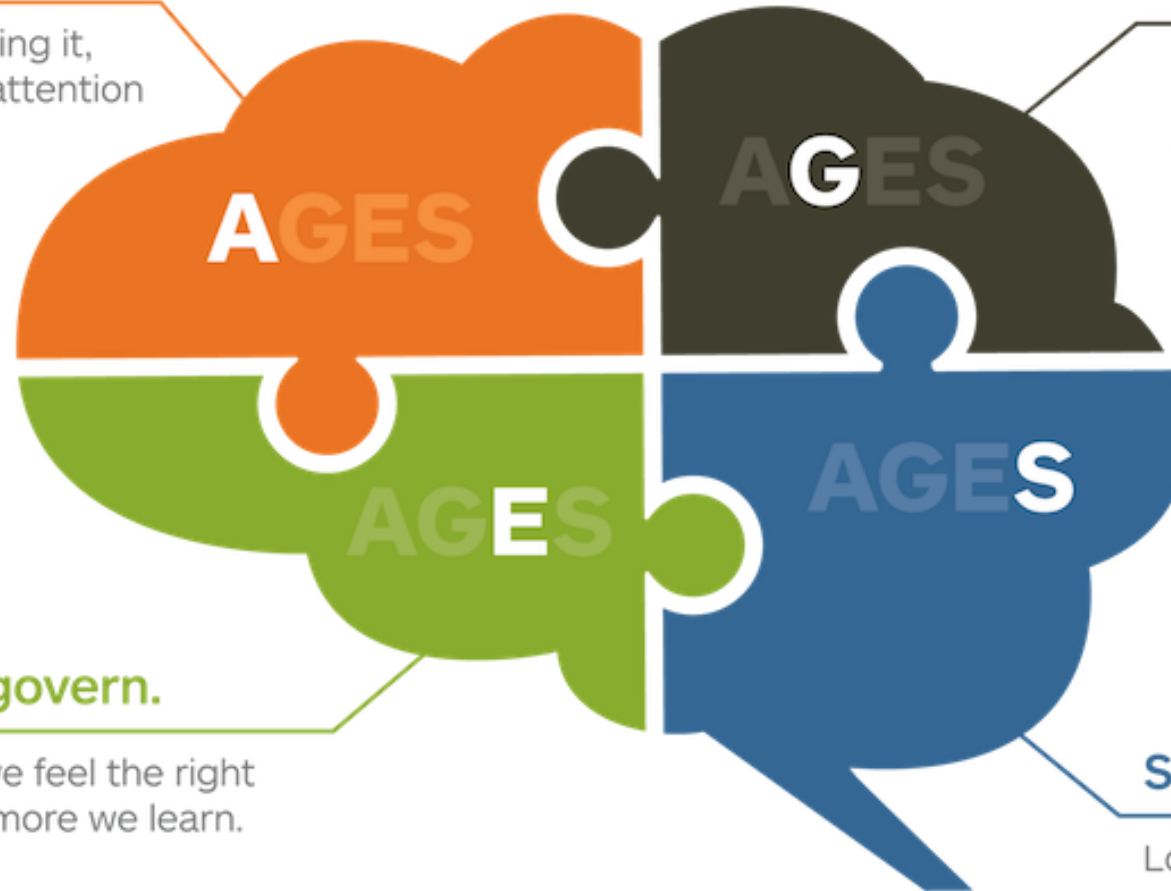**Generating insights takes time.**

Learning is a journey. People need time and opportunities to make their own meaning.

Emotions govern.

The stronger we feel the right emotions, the more we learn.

Source: "Your Brain on Learning". CLO Magazine, Apr-2015, quoting research from NYU

Spaced learning sticks

Longer term recall is best when we learn over several sittings.

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Collaboration Skills

- Recognising diversity and individual needs

- Use social-neuroscience research

- Accessible and easy to remember tools

- Presence, body language, words and intent

- Building confidence as well as technique

Case Study : Astra Zeneca

- Collaboration, influencing and resilience

- UK, US, Sweden and global delivery

- Apprentices to senior leaders

- "I already feel more confident in communicating and putting myself forward"

- "An amazing session, it was outstanding"

AstraZeneca

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Leadership Skills

- Systems leadership
- Influencing skills
- Collaboration skills
- Resilience
- Utilising AI strategically
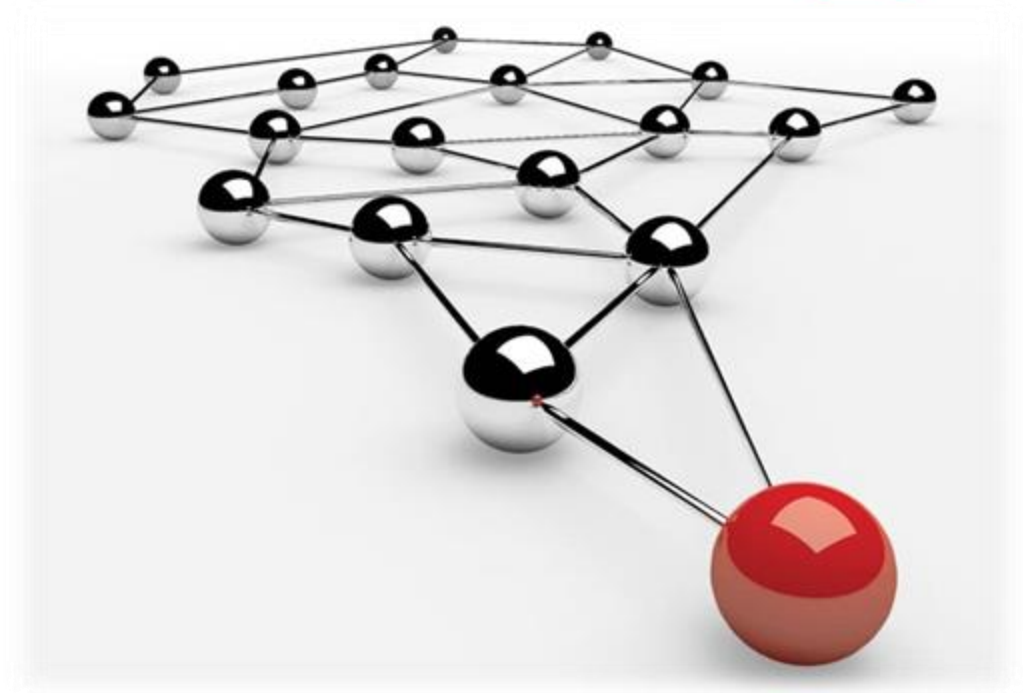
Case Study: UK NHS

- Systems Leadership in the health system

- Bespoke NHS content

- Focus on operational accessibility

- 100% application of learning

- 96% more confident to lead the system

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Change Management Skills

- The issue: 70% of change fails
- In the public and private sector alike, globally
- Use brain-science of change
- Behavioural and process support
- Creating change-confident organisations
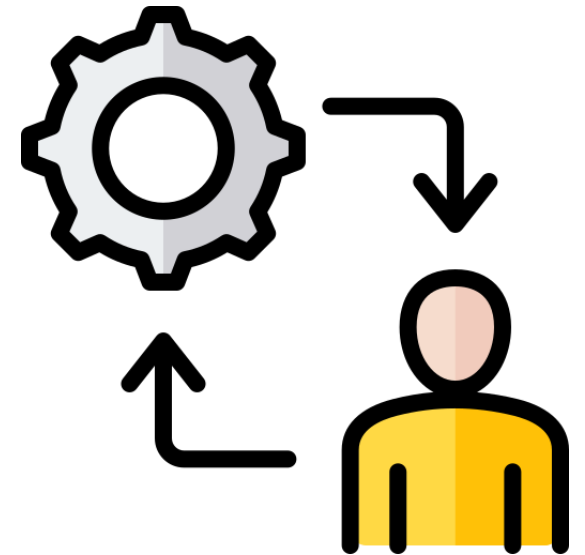
Case Study : British Triathlon

- New Board and Executive team

- Facilitation, training and consultancy

- Sustained support since 2008

- Best UK Governing Body x 3 years

- Olympic medals in London 2012 and after

Innovation Skills

- **Start-Up, Scale-Up and Intrapreneur skills**
  - Behavioural, business and innovation skills
  - Mentoring, coaching and training
- **Supporting local innovation development**
  - Knowledge from Cambridge system
  - Consultancy and advisory support

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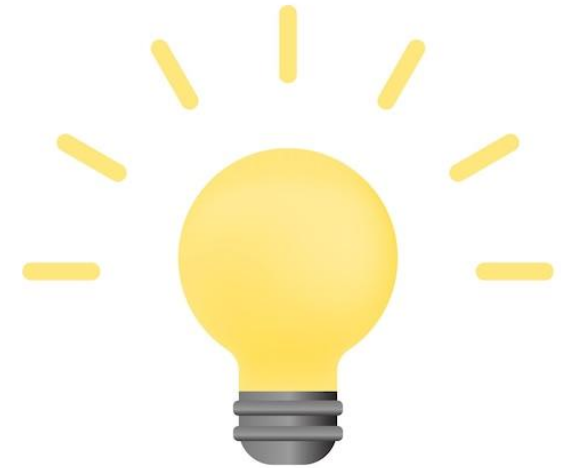
Case Study : Royal Academy of Engineering

- Partnered St Johns Innovation Centre, Cambridge

- 50 entrepreneurs (Asia, Africa, South America)

- Mentoring, coaching and training

- 18x Return on Investment within 6 months

- Substantial new funding raised

Royal Academy of Engineering
Royal Academy of Engineering
LIF Advance 3
Final Report October 2023
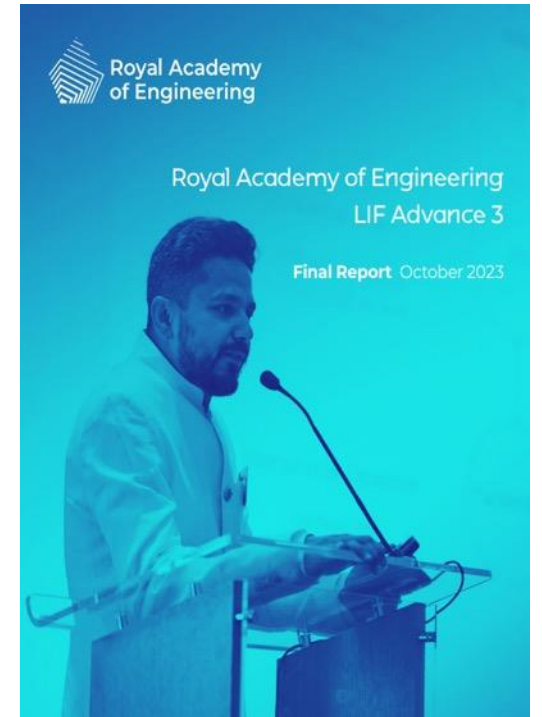
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