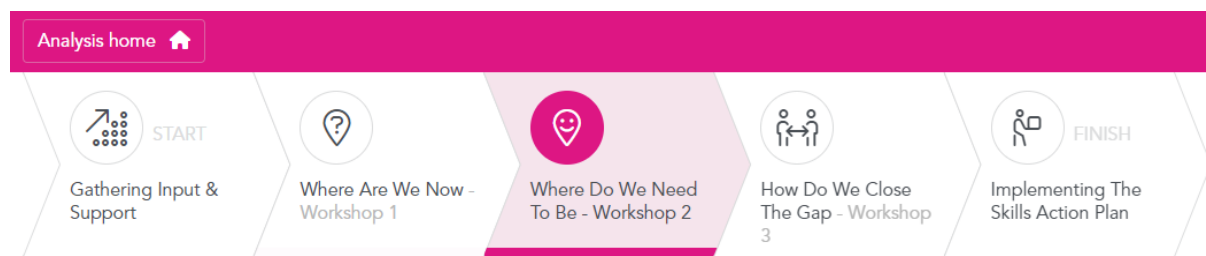


Video Transcript - Where Do We Need to Be (Workshop 2)



- Workshop 2 is all about understanding how work is likely to change in the future and what key skills will be needed to do it.
- Similar to workshop 1, a load of information should already exist about the future of the business.
- Examples of information that could be submitted in advance or at least brought to the session include business strategy documents (including vision and mission statements); operational plans for the next 2 - 3 years, with key change programmes; business area targets or commitments; insight from internal or external continuous improvement analysis which identifies opportunities for growth or areas for improvement; and of course external thought leadership or examples of best practice or external benchmarks to work towards.
- If you have time, it may even be helpful to pull together a summary of the key changes or maybe a description of what the business could look like in 5 years' time to stimulate the discussion.
- At the very least you will need an hour and a half for this workshop, however you shouldn't be surprised if it takes you much longer. This is largely because it can be very difficult to describe a business strategy in such a way as to make it translatable into what work will need to get done, what roles will be required and what skills will be needed in the future.
- Of all the three workshops, this one must have the right business representatives in attendance because you are completely reliant on them to describe the direction of their business. This is not insight you can simply pull off a system. You need them to explain it to you and for them to be available for questions.
- You will probably want to divide the workshop into three sections:
- **The first section** is to confirm the accuracy of the work from workshop 1 and your understanding of current work, current roles and current skills. This is particularly important if there are business representatives at this workshop that didn't attend the first workshop.
- **The second section** is the key part of the workshop - discussing and understanding what work will look like in the future. I would suggest the following to try and get the most out of the discussion:
 - Firstly, just ask the attendees questions - if I left and came back in 5 years, what would you expect the business to look like? What new things would be launched? What old things may have been replaced or removed altogether? What would you like a customer to be saying about our business in 5 years' time? What would you like your employees to be saying about the work they do in 5 years' time? What are the commitments we must have delivered by then vs what are the nice to haves?

- Secondly, do not be tempted to jump into what changes might mean for roles or skills too early, instead focus on trying to list out all of the potential or expected changes, the commitments, the opportunities and what they might all mean for the future of work.
- Thirdly, start with the long-term view (4 years+) and then work back to medium term (2 - 3 years) and then to the short term (1 year) - this will help ensure the conversation is focussed on the future and on establishing a direction of travel rather than being limited to incremental or tactical changes from the current state
- Fourthly, business representatives may well be worried that what is being discussed is being translated into a commitment and it will leave them exposed. As a result, they may be less prepared to tell you anything, or not prepared to share with you anything that is particularly bold or far reaching. It is very important you provide reassurance that you are not looking for a definitive answer nor a commitment - you are simply looking to understand potential changes so that you can think through all of the implications.
- Fifthly, reassure Business representatives that you will be capturing any assumptions so that you have a record of what predicted changes were based on. For example, some changes might be totally reliant on the introduction of a system or a piece of automation that never gets delivered.
- **The third section of the workshop** is about understanding the impact of these changes on the Key Roles and Key Skills identified in Workshop 1 and what Key Roles and Key Skills will be required in the future. Now you might find it makes more sense to combine section 2 and section 3, so you talk about the changes and then the impact on each key role. Either way, you need to try and understand:
 - Firstly, based on the future work discussion, which of the **Key Roles most likely to be impacted by the changes to work** - try to focus on no more than 4 - 5 Key Roles (any more than that may require either more time or an additional workshop)
 - Secondly, for each Key Role first understand **whether there is likely to be a change in headcount** (increase or decrease) or whether there might be a change in resource mix (internal vs external) over the short, medium and long term
 - Finally, you should be spending the remaining time **discussing the change in skills for each of the Key Roles** with the key focus being on the priority skills (key 4 - 5) that will be required by these Key Roles. If you have the time, by all means discuss the proficiency level (foundation, intermediate or advanced) for each of these skills that will be required in the future, but you may well run out of time and need to follow-up on this after the workshop. Please use the FSSC Skills Dictionary that forms part of the toolkit to help you to both identify new skills and assign proficiency levels.
- Before you leave it is important that everyone is clear on what needs to be done ahead of Workshop 3:
 - Firstly, you will need to write-up Workshop 2 - you might want to use the templates provided in the toolkit to help you do this.

- Secondly, there are likely to be some outstanding questions on the future of some aspects of the business, so make attendees aware of what the questions they are taking away are and when you will need an answer by
- Thirdly and finally, unlike Workshop 1, you will want to circulate the write-up once complete so that it can be reviewed and updated prior to Workshop 3, so make sure all attendees know what to expect and how quickly you will want their comments back.