

upskill

21 KEYS TO PROFESSIONAL GROWTH



CHRIS WATSON

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Introduction

This book has been designed for anyone who is committed to developing themselves and their colleagues, but may not have the time, the resources, the budget or the inspiration to know where to start. It provides a compendium of resources for you to pick up and refer to in your own time and at your own pace: 840 practical ideas reflecting the latest thinking on how to extend personal performance. The suggestions have all been grouped around a set of twenty-one adaptive skills associated with successful outcomes at work and beyond. These key skills can be practised and refined throughout a career and are as relevant for new starters in an organisation as they are for experienced managers.

This handbook of development ideas will help you to adapt and adjust to new approaches and work methods. It can be used to support upskilling through the identification of relevant and realistic options for your professional growth. You will discover a host of proven techniques: relevant articles, quotes and resources, carefully selected videos, novel approaches, time saving apps, topical insights and engaging websites. You can action the majority of the hints, tips and techniques without having to access any external support or invest in any additional outlay.

The material can help with personal development, performance reviews, goal setting, career counselling, constructive feedback, coaching and training needs analysis. The content has been used to add value during management development, team building, project planning, remote working, induction programmes and on-boarding, and has also been picked up by institutions wishing to help students gain a clearer understanding of the world of work. The development options contained in the book are most commonly used to encourage open communication around the recognition of potential talent and evolving work requirements.

Focusing on adaptive skills

The term 'adaptive skills' describes a range of transferable abilities and work approaches which enable people to operate effectively within

different environments and work situations. These flexible skills have been found to be an accurate predictor of many life outcomes, often providing similar results to those of traditional measures of intelligence.¹ They are not role specific and can be applied across different settings to provide greater operational agility. Adaptive skills can be developed throughout a lifetime and add value by promoting operational versatility and building personal resilience. As a result, they are increasingly recognised by organisations as being one of the critical drivers of success in today's rapidly changing workplace.

A recent survey of 91,000 employers revealed that the most common skills lacking among existing staff were all related adaptive skills, including management skills, influencing others, work prioritisation and teamwork.² Across the pond, a study undertaken by the *Wall Street Journal* showed that 92 per cent of senior managers believe that transferable abilities are either as important as, or more important than, technical skills, with 89 per cent stating they had difficulty finding people who were able to demonstrate these attributes.³

Twenty-one key skills

Every skill featured in this book has been included following a ten-year independent study into adaptive work practices.⁴ Over 8,000 managers from all business sectors including private, public and not-for-profit provided feedback between 2006 and 2016 to confirm which adaptive skills they valued most in their employees. The research was undertaken by Performance Talks Ltd, with support from the Knowledge Transfer Project (co-financed through the European Regional Development Fund).

The project identified a set of key 'transferable currencies'. These are the workplace skills which are believed to add value to an employee across multiple work situations at any stage in their career, regardless of position. The twenty-one simple, straightforward attributes that resonated with employers are:

1. Ability to influence
2. Commercial thinking
3. Commitment to change and adaptation

4. Constructive communication
5. Creativity and innovation
6. Direction and purpose
7. Effective planning and organisation
8. Enthusiasm for customer service
9. Focus on developing others
10. Interpersonal awareness and diplomacy
11. Intuitive thought
12. Motivation to succeed
13. Ownership of self-development
14. People management and leadership potential
15. Positive decisions
16. Professional ethics and social responsibility
17. Resilience and emotional control
18. Results through action
19. Specialist knowledge and ability
20. Teamwork and collaboration
21. Use of information and data

This set of transferable currencies was robustly tested to ensure its applicability in the workplace. While the labels used to describe each of the skills varied from company to company, the scope and coverage of every one was both familiar and relevant within each organisational setting. Feedback demonstrated that these were the skills which had the greatest potential to provide sustainable value for the majority of employees. However, it is worth noting that while all of the twenty-one items were acknowledged as universally applicable, some organisations prioritised certain skills over others, based on their own customs and/or strategic intentions. Interestingly, the study found no evidence that defined work sectors were consistently prizing the same skills at any one time. For example, while a high proportion of not-for-profit organisations might be expected to emphasise the development of 'professional ethics and social

responsibility', there were also large numbers of respondents from this same sector who favoured 'commercial thinking' – demonstrating the fluidity of organisational culture.

The outputs of the study have provided the framework for this book and reinforce the findings of other research into this area, such as recent projects by the University of Kent (which included surveys by Microsoft, Target Jobs, the BBC, Prospects, NACE and the Association of Graduate Recruiters) and other organisations.⁵ For example, an analysis of 2.3 million LinkedIn profiles demonstrated that 58 per cent of employees who listed 'communication skills' on the site during 2014–2015 were hired, making this adaptive skill one of the most transferable across all sectors of the job market.⁶ 'Communication skills' were closely followed by 'organisational skills', 'teamwork', 'interpersonal skills', 'creativity' and 'adaptability'.

Additionally, there is evidence to suggest that consciously upskilling around these more flexible themes may help with future-proofing careers. A report by the World Economic Forum has identified ten skills which it believes will be in the highest demand by all employers as we move into the 2020s.⁷ Their list contains many of the items used to develop the *Upskill* framework, including judgement and decision making, service orientation, emotional intelligence, people management, coordinating with others, creativity, problem solving, critical thinking, cognitive flexibility and negotiation skills. The global report represents the views of fifteen major developed and emerging economies and concludes by saying:

Overall, social skills – such as persuasion, emotional intelligence and teaching others – will be in higher demand across industries than narrow technical skills, such as programming or equipment operation and control. In essence, technical skills will need to be supplemented with strong social and collaboration skills.⁸

Reliable content

While there is growing consensus around the actual skills needed to support operational agility, there is also an increasing frustration among management groups with regard to the way that any upskilling is currently taking place. According to the Chartered Management Institute, over 70 per cent of UK managers would like to provide their

staff with easy-to-access, easy-to-consume and easy-to-implement development opportunities which can be integrated into everyday work experiences.⁹ However, for this to happen, managers need to know how to access reliable and proven content.

For this reason, thousands of potential options to develop capability were initially considered for inclusion in this book, before being whittled down to a more manageable number. Business owners, employees, human resources (HR) professionals, learning and development (L&D) specialists, management consultants, line managers, team leaders, supervisors and representatives from support agencies, including Business Link and Yorkshire Forward, all contributed to this process, providing practical observations and constructive feedback. Academics from the University of Hull were also brought in to assist with the organisation of the data and to make it easier to access. Every development idea was sense-checked and explored in detail before being mapped against the twenty-one key skills. To provide a consistent number of suggestions for each theme, a total of forty ideas per skill have been included. These hints and tips represented the most robust ideas, which were verifiable, reliable, easy to action, topical and/or ones which resonated most with pilot groups. Where possible, referencing to empirical research and further reading has also been included.

Using this book

Each chapter focuses on one of the twenty-one skills. All chapters begin with examples of how the individual skills may be observed in the work environment. This brief introduction is followed by forty practical ideas to develop the performance of people. Although there is no formal hierarchy to the list of suggestions, all the ideas have been grouped into three inter-related clusters for ease of use:



Ideas for personal development – the first cluster provides ten introductory level hints and tips.



Ideas for delivering results – the second cluster is a larger section featuring twenty practical ideas, many of which are focused on work requirements.



Ideas for long-term gain – the third cluster includes ten more suggestions. These more advanced ideas may sometimes take longer to introduce but will often result in greater organisational value.

Within each of the three clusters, all of the ideas for professional growth have been grouped together in terms of how they can support you in your role. Some of the suggestions will be *tools* – apps, templates, downloads and inventories – which can be picked up and used/introduced straightaway. Some of the suggestions will be *techniques* – methods, approaches and procedures – for you to try out, investigate and explore. The final set of suggestions will provide you with information about where to look for further *inspiration* – where to go to discover more, including relevant books, videos, articles and research.

Finally, at the end of each chapter there is a list of *related work skills*. This section highlights the adaptive skills which are commonly associated with each other. For example, there are forty proven ideas for developing organisational skills in the chapter entitled Effective Planning and Organisation (Key 7), but by referring to the Results through Action section (Key 18), you will identify a number of additional tips and techniques to support your interest in developing planning and organising skills.

In practice

This book has been designed to act as a portable resource for you to dip into as you search for strategies and solutions to overcome work challenges. Aimed at the curious learner, the content provides a diverse selection of practical ideas to support your development. As such, it is unlikely that all the options presented will be equally applicable in every work situation. As a starting point, talk with others within your organisation about any existing work challenges and then decide whether these are personal, operational or organisational concerns. Next, look to identify three or four actionable ideas from the most appropriate chapter which could support your progress. Where possible, always build on your own recognised strengths.

The 840 suggestions for upskilling can be used to support self-directed learning, as well as encourage you to connect with others through an exploration of the different possibilities to extend

performance in role. The content actively promotes flexible learning and is best applied as part of a holistic approach to personal development which celebrates the informal sharing of learning content. One-to-one interaction with managers, peers, coaches, supervisors, career advisors, L&D specialists, HR officers, teammates and/or sponsors plays an integral role in any learning process and *Upskill* actively promotes open discussions about evolving priorities. The development ideas are designed to facilitate dialogue between colleagues to identify the ones which are the most beneficial to the achievement of work goals and professional progression. Every hint and tip can therefore be regarded as a springboard or signpost to stimulate further discussions and assist with the transfer of knowledge.

Unlocking performance

The benefits of upskilling in the workplace are widely recognised. Employees who are well supported with appropriate training and development opportunities are more able to adapt to the challenges of their roles. They are more productive, more engaged, more customer focused and more likely to stay with an organisation. However, with the amount of demands and distractions faced by staff today, there is less time to invest in generic training programmes unless these initiatives specifically address defined problems. While the short, self-directed learning opportunities outlined in this book are not complete solutions for every training need which may arise, they can – in the right context – provide a rich source of complementary development ideas. Personalised learning possibilities which offer a clear line of sight back to existing work requirements.

From an organisational perspective, this approach may offer additional value:

- Provides a range of just-in-time learning solutions, whenever and wherever you need them, to assist with upskilling – acknowledging the important role of personal choice in the learning process.
- Focuses on the development of adaptable skills which can be advanced throughout a career. These flexible skills are as relevant for new inductees as they are for seasoned executives.

- Assists with the prioritisation of informal learning methods. Supports the adoption of the 70:20:10 model of learning in the workplace, where 70 per cent of learning comes through job related experiences, 20 per cent through interactions with others and 10 per cent through formal training methods.
- Delivers a dynamic snapshot of learning possibilities linked to work requirements. Realistic and achievable ideas to extend performance.
- Encourages the adoption of a more personalised, self-directed approach to skills progression by moving away from the one-size-fits-all model. Places emphasis on what people contribute, not what they lack.
- Ensures maximum use of any training budget due to minimal cost implications, with the majority of ideas for progression costing nothing to implement.
- Promotes greater operational agility, increasing an individual's ability to adjust, adapt and be flexible during times of change. Includes proven learning hacks to help people introduce new solutions to existing work challenges.
- Assists with organisational upskilling by breaking down long-term development intentions into smaller, digestible bites which can be delivered on demand using a variety of methods, including video files, podcasts, books, films, quotes and case studies.
- Recognises that learning is often achieved through a chain of events rather than by one single intervention. Self-managed learning offers multiple opportunities to revisit content using different formats and methodologies which will assist with retention.
- Moves the focus from a series of formal learning activities provided by someone else to an ongoing journey of self-guided discovery. Employees become proactive partners in the learning process. Placing the emphasis on future improvement instead of reflecting on what has taken place in the past.
- Builds management capability by extending opportunities to identify realistic and appropriate development options for developing employees. Assists line managers who may be less comfortable identifying suitable learning options for staff by making conversations about performance requirements easier.

- Positions the process of upskilling as an organic, ongoing and collaborative activity. This mirrors the recent trend towards continuous performance management by prompting more conversations about professional growth between employees and their managers.
- Cultivates the development of a common language regardless of work specialism. Simplifies the use of complex terminology when describing talents and abilities. Helps employees to recognise and share their understanding of the adaptive skills linked to greater operational flexibility.
- Provides a platform for constructive discussions with remote teams, virtual workgroups, contract staff, gig economy workers and anyone committed to their own professional growth.
- Supports career management and succession planning activities. With more people expected to undertake a greater number of job roles in their lifetime, developing transferable skills which are likely to be attractive to any employer could increase opportunities for job movement and accelerate entry into new positions.
- Helps young people to make the transition from education to work. The language used by employers to describe performance expectations at work is often unfamiliar to students and may need decoding.
- Reinforces the importance of applied people skills and the human dimension of work by putting people at the centre of their own learning journey.

KEY 5

Creativity and Innovation



Creativity and Innovation

5

People who adopt a creative mindset look beyond the first right answer by generating a range of alternative approaches and ideas. Typically, they can identify imaginative solutions and will question traditional assumptions. These individuals are able to uncover different avenues and opportunities when faced with unfamiliar situations. They make connections between ideas and are likely to recognise patterns and relationships. Curious by nature, they can suspend judgement and tolerate ambiguity in the workplace. More inclined to solve problems through collaborative enterprise, they are likely to be a catalyst for the introduction of new possibilities and directions. Capable of combining a number of established approaches to create innovative solutions, they will often focus on the practical application of novel ideas.



Ideas for personal development

You can't use up creativity. The more you use, the more you have.

Maya Angelou

Tools

- Capture all your ideas – write things down. As soon as we have over five or six items on our mind, things begin to drop off and be lost. Use popular apps such as Evernote to make sure you never forget an important idea.

- **Micro-manage.** Microfiction is a form of writing which involves developing ultra-short stories of only 100 to 300 words. The approach allows you to develop your creativity skills through the creation of simple narratives without having to set scenes or build character. There are lots of online microfiction groups you can join, such as 100wordstory.org, to receive feedback on your work and encourage your inner creative. If you struggle with the process of writing, try out one of the many writing productivity apps, such as Prolifiko, to set goals and track your progress.

Techniques

- ▲ Be an observer of everyday problems. Define each problem as clearly as you can – be specific. Identify potential causes, then look for possible solutions.
- ▲ Read as much as you can (exercise the brain), read as little as you can (rest the brain). Back and forth. Back and forth. When exercising, pick up a copy of *A Technique for Producing Ideas* by James Webb Young to help you develop some original solutions.⁷¹
- ▲ Learn to be child-like (not childish). Play more and defer decision making for as long as possible. Embrace the principle that if at first the idea is not absurd, then there is no hope for it.
- ▲ Relax – use displacement activities. Stretch and relax like a concertina. Exercise can boost original thought patterns and help you to come up with a greater number of solutions to problems. Try new experiences and undertake new challenges to promote creativity. Change your environment and physiology to see things in a new way.
- ▲ Recognise that your rational, logical brain is slower to wake in the morning, so spend the first few minutes of every day in a state of relaxed attention and see if you can generate new ideas. Try using Julia Cameron's Morning Pages ritual to get your creative juices flowing by writing down longhand three uncensored pages of whatever comes into your mind shortly after you wake each morning.⁷²

- ▲ Be sarcastic. This sounds too crazy to work, but it has been found that the dual meanings found in sarcasm can actually increase your ability to solve creative problems.⁷³

Inspiration

- + Watch Elizabeth Gilbert's TED Talk 'Your Elusive Creative Genius'.⁷⁴ When you know where your creative genius lives, discover how to foster more of it by watching the most popular TED Talk of all time, 'Do Schools Kill Creativity?' by Sir Ken Robinson.⁷⁵
- + Listen to classical music. While the 'Mozart effect' may only be beneficial to children and developing brains, classical music fires many more synapses in the brain than popular music and may help you to relax.⁷⁶ Try out some baroque music such as Vivaldi's *The Four Seasons* or Pachelbel's 'Canon' to get your creative juices flowing.



Ideas for delivering results

The other day I was walking my dog around the building on the ledge. Some people are afraid of heights. Not me, I am afraid of widths.

Stephen Wright

Tools

- Go on a Six Hats Thinking course by the de Bono Group – or better still, train to become an accredited practitioner and teach others how to use a variety of different approaches to solve everyday business problems.⁷⁷

- Use SCAMPER as a checklist for asking questions and testing assumptions.⁷⁸ This activity-based thinking process is an acronym to help people think of unusual ideas. It involves asking the following questions: how can I Substitute this product, problem or process? Combine it? Adjust it? Modify it? Put it to other uses? Eliminate it? Rearrange it?
- Never forget an idea. Verbalising your goals helps your brain to process information in a different way. Alternatively, send voice notes to your colleagues using an app like Braintoss in just two taps.

Techniques

- ▲ Emphasise quantity over quality. Avoid adopting the first expedient solution to a problem. Look for the third, the ninth, the sixteenth. Fill your bucket with as many unlikely ideas as you can. Ask – the way you ask the question determines the answer you get. Keep asking why. Ask for more ideas, more images, more alternatives.
- ▲ Compartmentalise your thinking. Copy Walt Disney, who used three different rooms for three different processes: the dreamer room, the realist room and the spoiler/critic room. Three separate steps at separate times, with no overlap.
- ▲ Become a peripatetic. Follow Aristotle's lead and practise thinking while you walk. Search out behavioural scientist Marily Opezzo's five-minute TED Talk entitled 'Want to Be More Creative? Go for a Walk' to discover simple steps you can take to harness the power of walking to enhance your creativity.⁷⁹
- ▲ Become a beginner – learn something new like hula hooping, wood carving or dancing, or why not try out a new language for free at [duolingo.com](https://www.duolingo.com). Practise your drawing skills. Sketching an idea is often more natural than writing. Envisage how your problem may look at a future desired state – draw what this would look like.

- ▲ Use the random entry method to stimulate new thinking. By applying unconnected input you can open up new lines of thinking. Gather unexpected stimuli using nouns from any book by opening random pages, then use each word selected blindly to create associations with your current challenge. Identify other random words and repeat.
- ▲ Apply the reversal technique. What factors would make your problem worse? Next, reverse these to identify ways to improve the situation.
- ▲ Practise not knowing. The first ideas we come up with are usually based on memories – ordinary ideas we are familiar with that can be tweaked. Creative ideas usually require additional input. Mix it up. Get someone else's opinion. Being around people who are unfamiliar and different to us makes us more innovative, diligent and harder-working.
- ▲ Use obstacles to improve performance. People recall more of what they have read when it is printed in smaller, less legible type.⁸⁰ Sometimes we need disruption to solve the problem.
- ▲ Try sticking to a strict schedule. Most creative minds religiously schedule their time. Ernest Hemingway rose at 6am every day and worked solidly until his midday break. Psychologist William James observed that an effective schedule allows us to 'free our minds to advance to really interesting fields of action'.
- ▲ Read more – acquire knowledge, ideas and strategies. In *The Miracle Morning*, Hal Elrod recommends reading just ten pages per day.⁸¹ This only equates to about ten to fifteen minutes of reading in twenty-four hours, yet adds up to 3,650 pages or around eighteen books a year! Make your reading count by making a note of two things: lessons learned and any new commitments you will make.
- ▲ Compare the creativity levels of others by using the alternative uses test. How many uses can they think of for various inanimate objects in two minutes – a drawing pin, a razor blade, a toilet roll?
- ▲ Think *inside* the box. Imposing seemingly unreasonable constraints can often inspire greater creativity. Dr. Seuss found that setting limits to his work led to one of the most popular children's books in history. *Green Eggs and Ham* was the result of a bet that he wouldn't be able to write a book using only fifty

words. He replicated this approach for other books – *The Cat in the Hat* was written using only first grade vocabulary. Creating boundaries can sometimes stop you drowning in a sea of possibilities.

- ▲ Take it lying down. Evidence suggests that our ability to solve creative problems may actually increase when we are flat on our back.⁸² Researchers at the Australian National University discovered that volunteers were faster at solving anagrams lying down as compared to when they were standing. Warning: long-term use of this unconventional strategy may prove to be counterproductive, especially if you are feeling sleepy!
- ▲ Leave something undone. At the end of the day, leave a problem slightly unfinished so your subconscious mind can work on it overnight.

Inspiration

- + While silence is best for focus, ambient noise levels (not loud) have been found to improve creative thinking.⁸³ Brian Eno's *Music for Airports* is often cited as one of the best examples of ambient music.
- + Grab a copy of *Originals* by Adam Grant and discover how non-conformists move the world: 'Being original doesn't require being first. It just means being different and better.'⁸⁴
- + Be a little boring. In her book *Bored and Brilliant*, Manoush Zomorodi suggests the more times we have to switch our attention, the higher our stress levels go.⁸⁵ Instead, switch off, get bored and discover your most brilliant ideas. Watch her TED Talk 'How Boredom Can Lead to Your Most Brilliant Ideas' to learn how this works.⁸⁶



Ideas for long-term gain

Creativity is thinking up new things. Innovation is doing new things.

Theodore Levitt

Tools

- Fuse ideas – things that don't normally go together. Invest in a Creative Whack Pack by Roger Von Oech or a set of Oblique Strategies by rock producer Brian Eno. Both decks of cards encourage you to look at things from a different viewpoint.
- Tap into collective intelligence and gather multiple ideas. InnoCentive is one example of an open innovation and crowdsourcing website.

Techniques

- ▲ Challenge the notion that creativity is a single thing – a moment of blinding inspiration. Eureka moments are very rare. Most great ideas are cobbled together and require preparation and persistence.
- ▲ Trial and error usually triumphs. Real-world research and rapid prototyping has consistently been found to be more successful than leaving creativity to the lone genius.
- ▲ Learn to suspend judgement and tolerate ambiguity. The ability to embrace paradoxes can increase creativity levels. Test yourself by checking out the Epimenides paradox,⁸⁷ and then help your colleagues to acknowledge that contradicting concepts can often complement each other.
- ▲ Widen the spectrum. PayPal founder Peter Thiel makes a point of deliberately hiring staff with autism and Asperger's to encourage the exploration of more innovative ideas – thus reducing the potential for what he calls 'herd-like thinking'.

- ▲ Netflix and chill. Traditional hierarchical cultures may disenfranchise people and stifle levels of innovation. Emulate the successes of organisations like Netflix and Spotify by making it easier for employees to develop and action new ideas by introducing flatter structures with fewer management levels.
- ▲ Parade creative ideas and reward others for innovative practices. Demonstrate an enthusiasm for innovation in the team.

Inspiration

- + Buy or blag a copy of *Thinking, Fast and Slow* by the Nobel Prize winning Daniel Kahneman.⁸⁸
- + Forget about brainstorming. New research suggests that the adoption of a 'no idea is a bad idea' approach may actually stifle creativity.⁸⁹ As an alternative, watch Linda Hill's TED Talk on 'How to Manage for Collective Creativity' to help you develop a 'marketplace of ideas' by focusing on constructive debates.⁹⁰



Related work skills

Commercial Thinking (2), Commitment to Change and Adaptation (3), Effective Planning and Organisation (7), Intuitive Thought (11), Motivation to Succeed (12), Positive Decisions (15), Results through Action (18), Specialist Knowledge and Ability (19), Teamwork and Collaboration (20).

About the Author

Chris Watson is an award-winning specialist in the promotion of adaptive management skills who founded Endor Learn & Develop in 2002 following a successful career in publishing and higher education. He provides fresh, practical ideas to extend performance at work, delivering results through people for every type of organisation – from emerging small- to medium-sized enterprises (SMEs) through to multinational corporations. Drawing on his background in leadership, psychology, education and the human sciences, he has a proven track record in harnessing potential to help organisations flourish. Incurably curious about all aspects of organisational behaviour, his aim is to strengthen relationships in the workplace by sharing straightforward solutions which people can relate to on a personal level.

As an active member of the national learning and development community, Chris writes for the *Business Matters* publication and is a regular blogger at the Knowledge Bank. A chartered member of the Institute of Personnel and Development, he has an honours degree in psychology and a master's in human resource management. As a keynote speaker, facilitator and coach, Chris regularly presents at regional Chartered Management Institute events, business conferences and HR forums. More recently, he has collaborated with a number of institutions to support employability initiatives and has launched an innovative toolkit for young people on the language of work.

Chris lives in sleepy Lincolnshire in the UK with his wife and four children. In his spare time he enjoys watching stand-up comedy, eating spicy tacos and listening to Nick Cave albums (although rarely at the same time). He is always interested in exploring new ideas to extend the performance of people. If you have any great suggestions for developing any of the adaptive skills listed in this book, drop him a line at: hello@endorlearning.com.

Endor Learn & Develop

Established in 2002, Endor have a proven track record in extending employee capability and commitment within every type of organisation – from emerging SMEs and not-for-profit organisations through to multinational companies. Our aim is to strengthen relationships in the workplace and beyond by delivering practical ideas which people can relate to on a personal level. As specialists in the development of adaptive skills, we focus on supporting the core set of behaviours and abilities most valued by today's employers and offer actionable approaches which can be applied across a wide range of different jobs and industries to build flexibility and extend employees' performance in role.

What we do

- Training in adaptive work skills
- Management development
- Behaviour-based learning
- Collaborative team working
- Employee engagement
- Facilitation and feedback
- Personal development profiles
- Psychometric testing
- Innovative learning resources

What our clients say

'Endor's approach and professionalism is first class.'

Operations Director, Innovate Logistics

'In tune with the latest ideas and trends.'

Human Resources Manager, Agrial Fresh Produce Ltd

'They have made a real difference to our business.'

Managing Director, Merrick and Day Ltd

'The emphasis on applied techniques is both engaging and informative'

Head of Service, York City Council

'The leadership programme really helped us to understand ourselves'

Head of Human Resources, Hodgson Sealants Ltd

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The definitive guide to developing the adaptive skills essential for success at work

Brimming with punchy, practical ideas to improve your day-to-day effectiveness, *Upskill* is ideal for anyone who is committed to developing themselves and their colleagues, but may not have the time, the resources, the budget or the inspiration to know where to start.

Just-in-time learning solutions – wherever and whenever you need them

In *Upskill* Chris Watson delivers a dynamic snapshot of easy-to-access development possibilities, providing you with:

- 840 user-friendly tools and techniques reflecting the latest thinking on how to extend capability and boost professional growth.
- A rich resource of reliable solutions, grouped around the twenty-one adaptive skills most valued by today's employers – including creativity, collaboration and communication.
- An abundance of proven approaches, topical insights, time-saving apps and inspirational videos, as well as helpful signposts to relevant quotes, books and other resources.

Upskill will help you adjust to the ever-changing world of work and take charge of your career

If you want to develop yourself, your people and your teams, read Chris Watson's *Upskill*.

Marshall Goldsmith, *New York Times* number one bestselling author of *Triggers* and *What Got You Here Won't Get You There* and two-time winner of the Thinkers50 Leadership Award

Upskill offers a huge range of tactical tools and intelligent ideas and approaches for long-term gain.

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