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Equipping Staff for the Digital Future of Work

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Learning Objectives

- Learn how to design an effective, engaging, enabling, and empowering learning strategy by helping employees learn in the flow of work.
- Learn how to implement interventions to boost the people side of your digital transformation journey.
- Assess the skill and knowledge gaps of your workforce.
- Learn about increasing productivity with collaborative learning.

Description

The ability for teams to address and adapt to change is becoming a critical element of survival for many organizations in the current digital transformation landscape. We can acquire new tools and design new processes, but how do you ensure that your employees apply these technologies in their daily work? Equipping our staff for the future is one of the essential pillars of Royal HaskoningDHV's (RHDHV) digital transformation. Our ambition is to provide 90% of colleagues with relevant digital skills and competencies to prepare the organization for the future. Together with Autodesk and Eagle Point Software, RHDHV has managed to increase productivity around learning and ensure targeted learning for its employees. In this industry talk, RHDHV will share how to prepare the workforce for the future of work, improve workforce ROI, and create a training strategy that meets industry requirements, energizes employees, and is aligned with company culture.

Speaker(s)

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About Royal HaskoningDHV

Royal HaskoningDHV is an independent consultancy which integrates 140 years of engineering expertise with digital technologies and software solutions. As consulting engineers, we care deeply about our people, our clients and society at large. Through our mission Enhancing Society Together, we take responsibility for having a positive impact on the world. We constantly challenge ourselves and others to develop sustainable solutions to local and global issues related to the built environment.

Find more at: Royal HaskoningDHV Engineering, design and project management

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The Digital Transformation is a Human Challenge

The world is changing fast, and organisations are pushed to rapidly change their way of working in a more digital, standardized, automated and integrated way. In the engineering sector we are used to focus on the technical aspects of challenges. However, in the digital transformation the biggest challenge lies in the human side of change. People do not easily change their way of working, as this will require not only new knowledge and skills, but also a change in mindset and behaviours.
We all know that upskilling our employees is essential. Otherwise, you would not be interested in this class. There are multiple sessions in Autodesk University that will demonstrate why continuously upskilling is important for your organisation. This session is a story on how we approached this within Royal HaskoningDHV, hopefully to inspire you and share some solutions that might be interesting for your organisation as well.

Learning and development, one element of the change journey
If you have been working on changing the way of working in your organisation, you might recognize some of these statements:
- "I'm too busy, I do not have time for training. Maybe next year."
- "We've always done it this way and our clients are happy, I don't see why I need to change it."
- "It's great that we are changing, but this new way of working is not applicable to my work"
These statements are points of resistance. If one starts with designing and developing a training, without tackling possible points of resistance, it can lead to a situation where people are not willing to participate in the training.

Within Royal HaskoningDHV we view learning and development on transformation skills as one part of the whole change journey. We have adopted the Prosci Methodology, which includes the ADKAR model (Awareness, Desire, Knowledge, Ability, Reinforcement). This is important for learning and development, as the change journey does not start with training, but with making people aware of the change and creating desire to participate in the change. Only thereafter people actively want to learn and create more knowledge.

From a learning and development perspective, it is also important to focus on the phases after the knowledge development: ability and reinforcement. We want users to implement the learnings in their daily work, but there might be blockers that are prohibiting the implementation. If one does not focus on removing those blockers, the ways of working might not change, and the training was a waste (no ROI). This means the effectiveness of the training does not only depend on the quality of the training itself, but also the ability of the organisation to create an environment in which the learnings can be applied.

Our Digital Learning Strategy
The digital learning strategy of Royal HaskoningDHV consists of four main components, that are explained below.

Learning culture

"Continuous learning is viewed as the most important element for a changing workforce" (McKinsey). But how do you instil a culture of lifelong learning? There is no one size fits all solution, but one of the interventions that have boosted the continuous learning culture within Royal HaskoningDHV is the learning weeks. One could compare it a virtual Autodesk University, but only intended for Royal HaskoningDHV internally. We organize this event three times per year and the goal is to facilitate peer to peer learning, through bite sized learning sessions that are available globally. All employees can submit proposals for sessions, and we learned that this event increases the awareness of and desire for change. Employees hear from their fellow colleagues how they implemented the new ways of working and how it benefitted them. The event also stimulates continuous learning, as employees often sign-up for more in-depth learning, after participating in a learning week session.

Learning landscape

Our learning management system is at the core of our learning landscape. Not only does it contain all our learning content, but it is also used for our yearly progress and development conversations between our employees and their managers. Both the employees and the managers can select learning content from the system and add them to the employee goals to be met for this year. Thereby it enables a personal learning plan.

Our learning landscape contains both OnDemand and live classes. For the live classes, which can be face to face and/or virtual, the content on digital topics is accredited by KIVI (the Dutch society for engineers) and are accepted as CPD activity in the system of Chartered and Incorporated Engineer. We are also developing a course which prepares our employees for the examination of the buildingSMART Professional Certification Program.

We have a large library of OnDemand learning content with our own developed content for Royal HaskoningDHV specific topics, LinkedIn Learning for general business skills and Pinnacle for the Autodesk and BIM related topics. Pinnacle provides a software learning plugin for Revit, AutoCAD and Civil3D, which enables in context learning. It also has an integration with the KnowledgeSmart assessment tooling, providing our employees the opportunity to only focus on learning that is related to their skill improvement areas.

Leadership

Leadership is key to make a transition in an organisation. Although this might sound obvious, it is too easy to assume that the organisation will change once leaders support the change. It is something we learned the hard way. We've trained many employees on parametric design, and they are ready to take the next step. However, we have experienced that sometimes project managers and line managers can slow down the implementation, when they are not aware of the new leadership style which is required from them. That's why we now focus on management training, to make sure that they are enablers of the transformation.

Capability development

To enable good leadership, leaders need insight in their own workforce; the current skills and the future skills required. We use skills assessments via KnowledgeSmart to create this insight. How we approach this is explained below in the Southern-Africa Important to note is that skills in the digital transformation are not just the traditional tech skills. In fact, according to Deloitte the rising tech skills in the future of technology are creativity, cognitive flexibility and emotional intelligence.

Our Southern-Africa Use Case

In our approach to the people aspect, we wanted to empower our staff to achieve their goals through creating an environment where they can grow.

Main Goals
- Empowering staff with knowledge
- A standard base line of 80% assessment scoring
- BuildingSmart certified staff

Primary
- Professionalize and standardize BIM knowledge and skills
- Personalize staff training, supported by our Digital Ambitions
- Built a knowledge foundation for all roles, encapsulated by our Global BIM policies and pillars
- Define learning paths for functional roles
- Upskill staff in parallel to Digital Transformation

Secondary
- Manage expectations on a project basis
- Eliminate ambiguity in context of BIM terminology

- To normalize workload fluctuations

Structured approach
We have found with time that knowledge was fragmented due to unstructured training and guidance, so we created a structure approach.

1. Roadmaps defined by functional role, consist of Learning Paths
2. Learning paths consist of a selection of courses
3. All staff assessed within information authoring and management
4. Assessment training tags triggered defined/filter the Learning path content.
5. ISO19650 Global BIM standards as a foundation and prerequisite for all functional roles
6. Grading Criteria will determine advancement within each learning path.
7. Reduce training time and increase effectiveness and relevance

We have seen very good results with staff being motivated and structured in their approach.

In summary and way forward
- Creating a structured approach benefitted the teams and staff.
- Creating and benchmark scoring helped to increase the foundation knowledge which helps with ambiguity of terminology and creating a higher skills level in the resource pool.
- Continuous learning is critical, and it should not stop because there is no end destination just a journey.
- Dashboarding of results which can be filtered individual, role Advisory group or companywide.