

## **Changing Work Requires Changing Skills**

As the knowledge economy realizes the full potential of both new technologies and new organizational modes, new work patterns emerge.

Cognitive workers are expected to be more functionally and cognitively fluid and able to work across many kinds of tasks and situations. The broader span of work, brought about by organizational structure, also creates new demands including:

- dealing with increased complexity of work;
- ability to work effectively in teams;
- sound analytical and judgment skills to carry out work that is more novel, extemporaneous, and context based with few rules and structured ways of working. This is true of positions at all levels in the organization.

Continuous competency development is critical to keep technology skills current, stay abreast of specific knowledge field and be conversant with adjusting business strategies in the sector.

Workers need to think differently – they need to be able to see alternative angles and perspectives and create new patterns of thinking synthesize disparate ideas in order to propel innovation

Vastly increased access to information has made work both easier and more difficult. The ability to rapidly locate information is a boon, but consuming and making sense of all the new information in a timely fashion is difficult. Too much information coupled with time pressures and increased work complexity can lead to cognitive overload with its symptoms of inability to concentrate, task switching and a tendency to focus on what is easy to do quickly rather than what is important.