



Configuring Knowledge Workers for

Change Leadership

As we move into the new millennium, organizations are blessed with workforce that are better educated. Younger secretaries are equipped with first degrees like business administration, younger professionals are graduates with double degrees. Even production workers hold relevant technical diplomas. Better academic qualifications mean better salary for the workers, at least that is what they think. However, professional & worker productivity is not keeping pace with better academic qualification & higher salary, despite many technological improvements to automate the repetitive human tasks.

There are striking similarities between computers and workers. The technical components of modern computers are getting faster and better, like Pentium III Vs Pentium II, 36X CD-ROM Vs 12X CD-ROM, denser & bigger hard disks, sharper monitors, smaller & lighter CPU, and many more improved features. If you were to purchase one of these modern computers today, it is not going to do much for you until you "configure" it with the right performance parameters and applications.

This is the case with the better-educated workforce today. On hiring them, you would have acquired the "modern hardware" as they are equipped with better and higher academic qualifications. However, they lack the necessary performance parameters and organizational applications. Configuring the more educated and younger workforce is as necessary as configuring a modern computer. Re-configuring the existing workforce is also necessary because organizations continue to assign them to new jobs and train them in new skills.

However, "configuring" employees is often misunderstood as giving them the hard skills. "Configuring" employees actually requires imparting soft skills targeted at shifting workers mindset to embrace change, to perform on demand and to grow on demand. The era of learn-first-then-perform is gone; the era of learn-on-the-fly is here to stay.

In PRITCHETT, we assist clients to "configure" the workforce through clinical workshops designed to cause the workforce to rethink & reconfigure *their roles in the changing world of work*:

- *Become world class adapters*, in order to make it easier for organizations to change
- *Prepare themselves to be accelerators*, in order to speed up everything they touch
- *Assign themselves responsibility for being innovators*, in order to succeed in thinking toward "new and improved"
- *Become a learner*, in order to build our company-wide knowledge base
- *Be a transformer*, in order to ensure the organizations stays "in shape" for the 21st Century.

***"It is not the strongest of the species that survive, nor the most intelligent,
but the one most responsive to change."***

- Charles Darwin -