Hey everybody! In this video I'm gonna explain why we aren't adapting rapidly

enough to the current rate of change. How this is actually an opportunity for you,

your family, your company, **rather than a threat**(а не угроза). And we'll finish off with some

simple tactics, solutions, projects that companies and people are using to address this problem.

Now we see this daily. An overwhelming majority of people and companies

are still way behind at their real potential, what I call their technological potential. And why this gap? Well, simply put: current skills **acquisition paths**(пути приобретения) - higher education, self learning, on-the-job learning...

are individually very rarely adapted to the new pace of change. To add to this, skills

that you have are **decaying**(распадаются) more rapidly than they ever have before.

What you learned a year ago might not only have evolved, it might actually not even be **relevant**(актуальный) at all.

Devices that people use **are always shifting(**всё время меняются**)**.

Our understanding of the brain gets monthly break-throughs.

Channels to attract customers to products decay over time.

Machine learning platforms and languages gain and lose in popularity.

New tooling is constantly available.

So where do you start? How do you keep up? It's really difficult. And what's the solution to keep up?

Higher education? Self-learning online? On-the-job training?

Now I want to run through these one by one and show you why individually they're just not enough anymore. Higher education just **can't keep up**(не поспевает).

At least not the way it's being done at the moment. **Although**(Хотя) they're making an **effort**(усилие)

to adapt, universities tend to be extremely slow. Many take two to three

years to update their **curriculum**(учебная программа). Researchers also agree that what's

taught in universities is **rarely applicable**(редко применяемый) to the professional world.

I mean think about it, economics courses are making you carry out math proofs - why would you need to do so many math proofs?

Marketing courses teach you a romantic version of what marketing used to look like,

**Completely disengaged**(Полностью отключены) from reality. And the argument that universities allow you to develop some sort of critical thinking has actually **been debunked**(дебютировавший) and is quite wrong.

Most of the time you're just repeating what you've learned.

Clayton Christensen even predicts that half of the universities within the USA will be

bankrupt within ten to fifteen years.

Now I'm not saying you shouldn't go to university or you shouldn't go to college.

You actually should from an economic point of view. Because apart from a very small number

of exceptions that are sort of trendsetters, like Google, IBM, Apple,

us at Growth Tribe... the majority of employers **still regard**(по-прежнему принимать во внимание) college or **university degrees**(университетские дипломы) as a must-have. So higher education does make sense financially, but it won't fix your growing skills **gap**(пробел). So what is the solution?

It's online self-learning, right? Well, it's actually not that easy.

There's too much choice and not enough self control.

How many online courses have you actually signed up to?

2, 5, 10, 100? How many have you actually completed? If it's many, then you're

actually an exception, as massive online courses have an **average**(средний) completion rate of

anywhere between 5 to 20 percent. And that's really low. Where do you find them?

Was that actually what you should be learning? Which of the hundred that you

signed up to is actually the most important start learning right now?

As Seth Godin puts it, "the Internet is the greatest self-teaching resource ever

developed. But few take advantage of it, because it doesn't come with a motor".

Lack of tests, **curation**(курирование), limited certificates, and essentially there's no

cruise control. And even though courses tend to be free or cheap, that actually

has the adverse effect of what it wants to achieve. The more you sign up to,

the less you'll end up actually completing. What to start with, what's the

right order? And while I'm doing this course I get FOMO - is that other course

actually more important to be doing right now?

I'll put it very simply, online courses lack curation. Where do you start?

What do you include in your menu? What's essential for you?

Just do a quick search on Udacity - there's an endless list to choose from.

So as much as we love online courses, they're not the perfect solution.

So what is the perfect solution?

Is it on-the-job learning? Learning while you work? Learning by doing is probably the

most effective way to learn. You don't become a kung-fu master by watching

Bruce Lee movies you actually have to practice. However, there is a catch.

It's actually not that simple to get the right job where you're gonna learn the

right skills. Research from the European Commission has highlighted an impossible

situation where if you don't already have the skill, you won't get the job

that allows you to learn the skill. And once you acquire that position you also

need to be a little bit lucky to enter a company that has the skills **internally**(внутренне).

Where people are willing to train a newbie in an environment where your

day-to-day tasks also leave time for training. Blockchain developers,

innovation experts, junior data scientists, junior marketeers need to

have the chance in working for a company already implementing these skills at a

high level. Not only that, but the larger the organisation the more specialised

everyone will be, leaving less and less room for you to wear multiple hats and

try yourself at different skills.

Now the greatest companies allow their employees

to evolve through a horizontal set of tasks. These opportunities are actually

still very rare. They tend to be limited to larger organisations who have adopted

a multidisciplinary based **approach**(подход) or to startups and scallops where you have to

wear many hats. I actually believe small, medium, and large organisations should be

the first ones to **tackle this issue**(решить эту проблему). So I'm actually purposely not going to

go into the details of how I think primary, secondary, and universityeducation should have changed. There's smarter people out there working on this where tests are currently running. Have a look at project-based learning in Finland, for example.

What Wonder School is doing in the USA or what Cartesius School is

doing in Amsterdam. I will, however, address the larger elephant in the room.

Now SMEs and corporates employ millions of people. A large majority of whom

received their skills and education training in a different time.

Hiring large armies of new talent for them is simply not a solution. It's too slow, it's

too expensive and in most cases the company just isn't attractive enough to,

as they say, hire "only the best". Unfortunately, in many cases, the best

just don't want to work for you. A recent survey shows that 39% of large

company executives said they were **either barely able**(либо едва в состоянии) or unable to find the talent their firms required. And not just developers.

The only viable solution is to **retrain**(пройти переподготовку) current employees **while scaling**(при масштабировании) a culture of necessary lifelong learning.

Now far from being a simple HR issue, this **huge talent overhaul(**огромный ажиотаж талантов) has

**enormous implications**(огромные последствия). So what's the good news? Where's the opportunity?

And what are some companies and people doing to address this?

The optimal solution is actually really simple to design on paper,

and we're actually carrying it out at Growth Tribe.

It's a balanced mix of **curated guided education**(курируемое образование), horizontal job

experience and online self-learning. Solutions that mix some of these are

starting **to pop up**(всплывать). LinkedIn has launched an internal A.I. Academy to help

employees across the company understand how to incorporate artificial

intelligence into their everyday work. This academy also includes training on

how **to approach**(подхододить) AI ethically.

Skyscanner has launched an internal growth hacking ninja certification program

to upskill their marketeers and engineers.

It's a course that's been developed in-house by subject matter experts across 32

different topics regarding marketing, programming, data analysis, to build an

army of what we call T-Shaped Players. And more legacy organizations like AT&T

have spent up to 250 million on employee training and personal development

programs, not to forget 30 million on **tuition assistance annually**(ежегодная помощь в обучении).

The impact is very simple **to measure**(для измерения). From January to May 2016 trained employees filled 50% of all technology management jobs at AT&T. And those same people received 47%

of internal promotions. Let's look at Booking.com who allows anyone in the

company to have unlimited access to Udemy, Lynda, Blinkist, Globesmart, Coursera,

EDX and OpenLearn. Airbnb is running its own internal university to teach data

science. They work with leadership across the company to set data literacy

expectations and they found ways to measure success of this internal academy.

And look at us at Growth Tribe. We've launched a Growth & AI six-month

Traineeship where companies can hire fresh talent or bring in their own

talent, and where we give them a mix of curated online learning, in-person

teaching and coaching, and on-the-job projects, placing students into tech

companies so that they can learn on the job. Fast-growing companies at the

forefront like The Student Hotel or HelloPrint are joining this program because

they understand that adding these tool sets to the brain of their people will

help them to grow faster than the competition. We've also started building

internal academies for companies so that they can internalise this skills training.

So now look at yourself. Is this notion of internal skills learning at

the board of your company right now? Have you adopted this **growth mindset of**

**lifelong learning**(рост сознания людей на протяжении всей жизни)? What is your company doing? What are your training budgets?

And essentially what should you be learning next?