

# Management Lab

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## Supervisory Team

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# Fostering Digital Readiness in the AEC Sector

Innovative **Learning Strategies** for Enhanced **Organisational Performance**

# Professional Background

## Educational Background

Bachelor of Arts (Hons) in Business (Major: Human Resource Management)

## Professional Experience

8 + years in consulting

focus on Global Mobility and HR

various industries and organisational  
sizes

private and public sector

## Research Interests

Organisational Behaviour/  
Human Resource Management

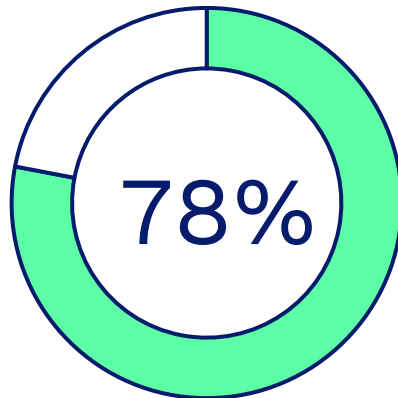
Learning & Development

Future of Work

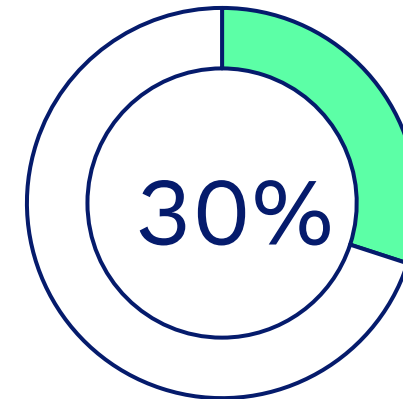
# Research Background and Future Trends

# Few organisations have figured out how to leverage learning and development as a competitive advantage.

Share of organisations that report **capability building** is **important** to their organisation's **long-term growth** in %



Share of organisations that report **capability building programs** often or always **achieve organisational impact** in %



Source: Durth, S., Komm, A., Pollner, F., & Reich, A. (2023). Reimagining people development to overcome talent challenges. McKinsey & Company.

# Future of Work Trend

Shift from capability-based organisations to skill-based organisations

## Office – Centric Design



### capability-based organisation

Drive Visibility-Based Management:  
Performance by input

generalised training programs & long-term development plans



## Human – Centric Design



### skill-based organisation

Drive Empathy-Based Management:  
Performance by outcome

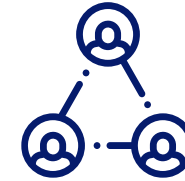
targeted, flexible learning experiences  
& lifelong learning

# Organisational Learning in Action

“Google’s culture of learning drives innovation and creativity.”



**20%**  
Time for Innovation.



**Project Aristotle.** Psychological safety as key factor for knowledge sharing, collaboration, learning from mistakes and high-performing teams

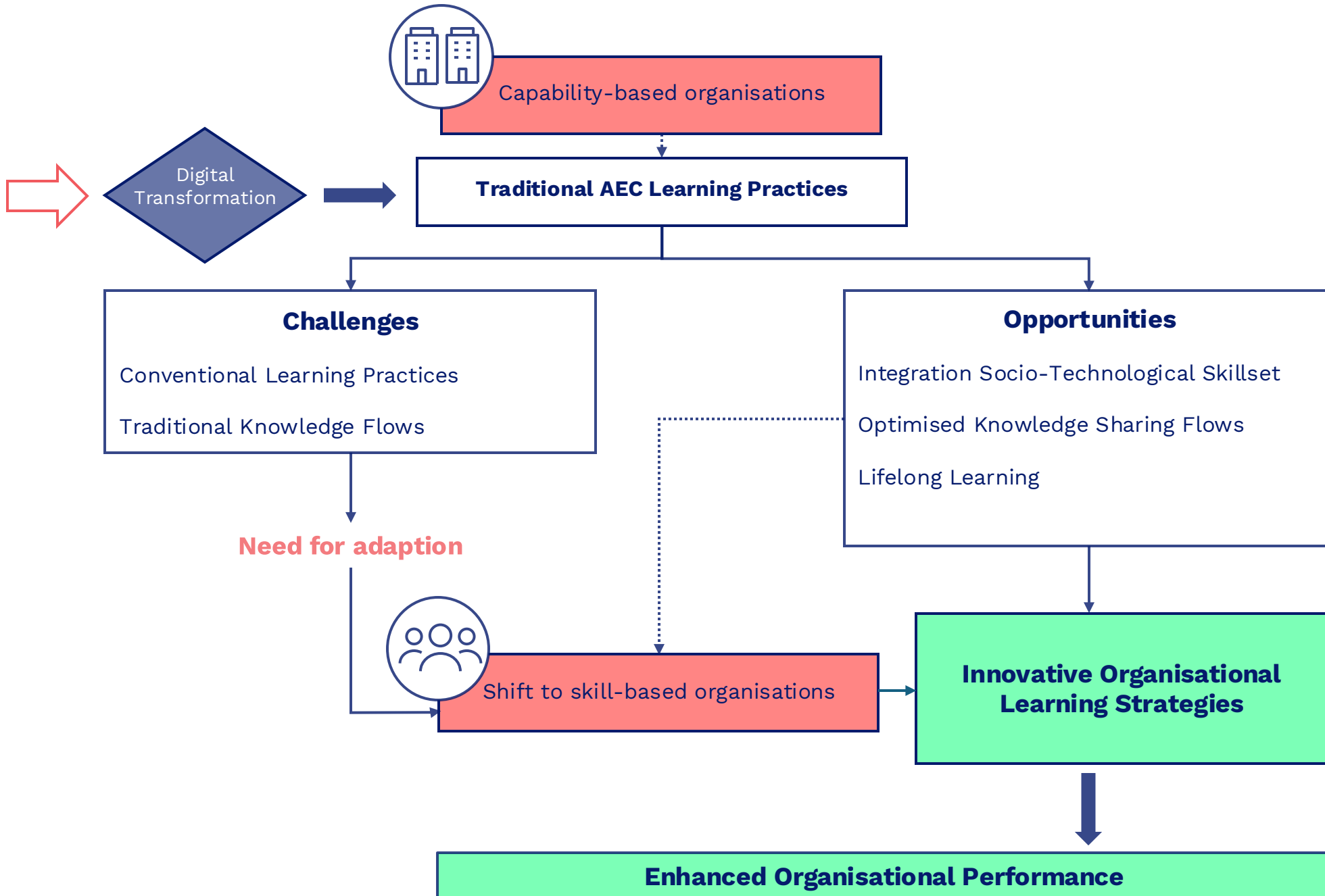


# What makes teams at Google highly effective?



## Key Insight

“Team success isn’t just about skills; it’s about creating a supportive, trusting, and purpose-driven environment that promotes **knowledge sharing** and **collaboration**.”



# Industry Engagement Findings so far

## Collaboration

Team-based Learning and knowledge sharing.

## Centralisation

Importance of a centralised knowledge base.

# AEC UPSKILLING CYCLE

## HR Centric

Leveraging HR strategies to drive organisational outcomes through effective L&D and employee engagement.

## Lifelong Learning

Enabling growth across individual, team, and organisational levels.

## Enhancing Performance

Aligning learning initiatives with performance to address skill gaps.

# Call for Industry Involvement

## Seeking your insights on:

Current organisational learning frameworks within your organisation



Interviews and surveys

Barriers to implementing continuous learning cultures



Case Studies

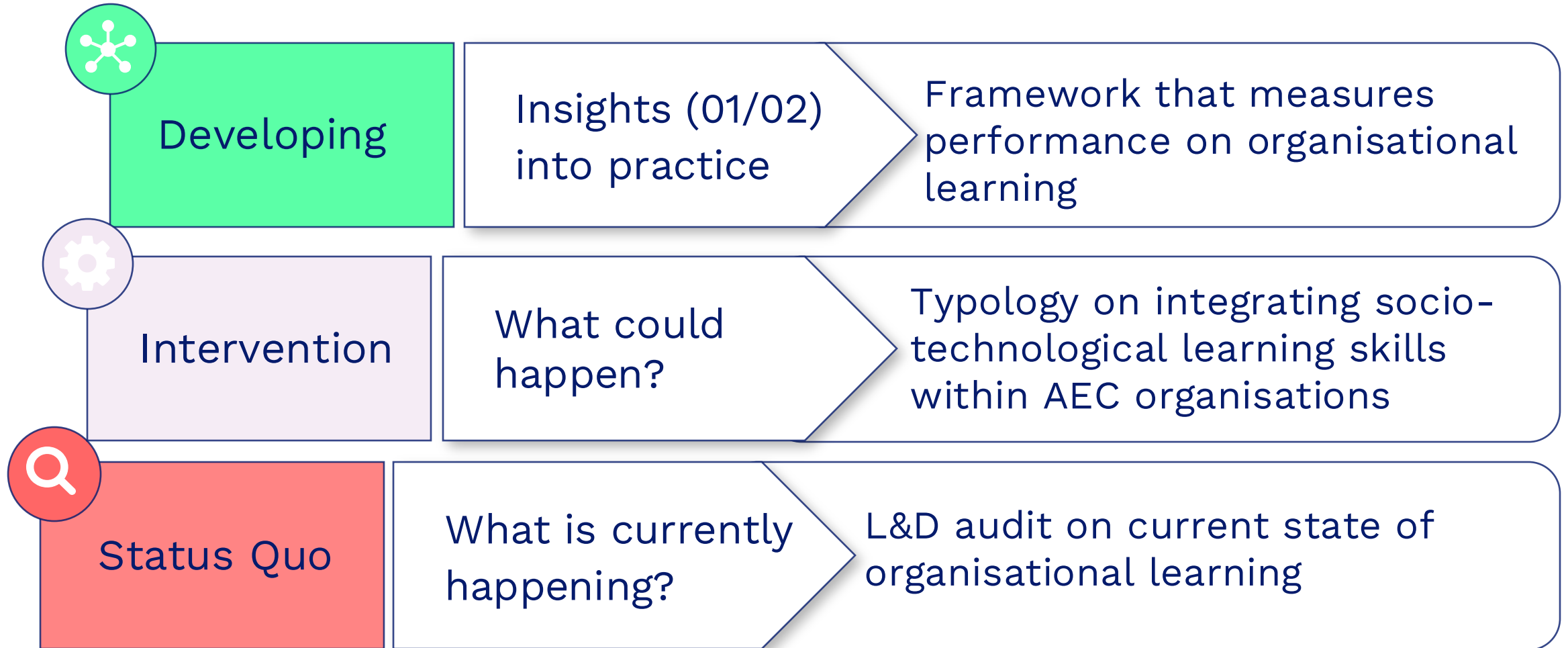
Developing socio-technical skillset and strategies for knowledge sharing



Action Design Research

# Future Milestones

# Research Plan and Deliverables





# Recap

This research aims to enhance organisational learning in the AEC sector through:



learning strategies and knowledge flows



socio-technological skillset ( e.g. Managerial capacity building, leadership, Emotional Intelligence, communication, digital literacy)



enhancing organisational performance  
(individual + organisational level)



boosting innovation through team learning strategies

**Thank you for your attention.**

**Q&A**

**... Are there any questions?**