Interactive Session Co-facilitators:

❖ Phil Keisling, CPS Director
❖ George Beard, Program Manager & Sr. Instructor
❖ Cathy LaTourette, Program Manager & Sr. Instructor
❖ Sara Saltzberg, CPS Assistant Director

Online Moderator:

❖ Sara Friedman, Program Coordinator
Today’s Presentation

10:30am – 11:45am Interactive Session

❖ Wicked Problems
❖ Warning! Wicked Times ahead
❖ Wicked Talent

11:45 am Lunch served

12:00 – 12:30pm Panel Presentation

12:30 – 1pm Discussion & Closing
Self-Introductions

- Name, Title, Organization
- What inspired you to attend this session?
PART ONE

Wicked Problems
Wicked Problems Considered

A wicked problem is a social or cultural condition that is difficult or impossible to solve for several reasons:

- incomplete or contradictory knowledge;
- the number of people and opinions involved,
- the large economic burden; and,
- the interconnected nature of these problems with other problems.
Consider: Poverty is linked with education, nutrition with poverty, the economy with sustainability, and so on.

An Oregon Forestry Example: Coal from US ... to fuel Chinese coal-fired power plants ... creates Asian brown cloud ... that produces acid rain in the Cascades ... creating long-term rise in temperatures ... wet but warmer winters ... reduced snow pack ... exploding pine beetle populations ... dying forests ... degraded stream flow ... contention over water rights ... putting pressure on hydro generation ... salmon ... treaty problems with Native peoples ... at a time of rapid population growth ...

Wicked problems seem to be getting more wicked over time—compounded by thinning budgets, waning institutional capacity, and increased citizen demand.

(DISCUSSION: What’s on your Wicked List?)
PART TWO

Compounding Conditions = Wicked Times
Wicked Dynamics

❖ Population growth
  - Growing volume of transplants adds to:
    - Choked traffic
    - Housing shortage and price escalation
    - Homelessness and displacement
    - Stress on public services
❖ The future burden of Oregon’s dismal high school graduation rates
❖ 2015 Oregon Supreme Court decision on PERS reforms cannabilizes future budgets and public investment
❖ Sour politics, eroding governance
Social-Civic Dynamics

The damned divides:

- Rich/poor,
- Urban/renewal,
- Liberal/conservative (red/blue),
- Young/old,
- Etc.
System Dynamics

The Coming Age

❖ Big Data (See: https://www.youtube.com/watch?v=NpA3gP9xHMg).

❖ (Discussion: Where is your agency finding its “Big Data” talent?)

❖ Rise of the Robots, Sensors, and the Age of the Smart Machine
PART THREE

Wicked Talent
Talent attraction and capture is a strategy

❖ Conventional H.R. is tactical and administrative

❖ Talent attraction represents a shift in focus from: “Is this person a good fit for this role or position description?”

❖ To: “Is this person not only a good fit for this role, but also for the company as a whole, and for future roles they may inhabit?”
Biodiversity as a metaphor for organizational diversity

- In the natural world, greater species diversity ensures natural sustainability for all life forms.

- In tomorrow’s public service world, greater diversity of talent, perspectives, disciplines, potentialities, experience, culture and relationships enhances organizational sustainability, capacity, and adaptability.
Talent Attraction

❖ Hire for potential (It’s not the what or the why, but the who!). SEE: https://hbr.org/video/3603876266001/hire-for-potential-not-just-experience
Silver linings offer hope (if we anticipate and adapt)

In an era of continued fiscal scarcity we still have an abundance of these resources:

- **Human capital**: We have a very large public and nonprofit workforce in place
- **Information capital**: Our organizations are laced with rich veins of data and information
- **Relationship capital**: Public-private partnerships and institutional relationships can be leveraged and knit tighter
- All can be more “mission effective” if infused and renewed with a broad portfolio of talent
A brief glimpse at our common future…

What the 2016 World Economic Forum (WEF) calls the

“Fourth Industrial Revolution”

https://www.youtube.com/watch?v=V88hTRiVhio&app=desktop
# Top 10 skills

## in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

## in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

Source: Future of Jobs Report, World Economic Forum
Some Questions for Your Team
(Minimum qualifications vs. maximum potential)

❖ Which of the 5 “hallmarks of potential” align with your organization’s needs?
❖ How do existing hiring practices need to be re-imagined to provide your agency with the talent and potential it will need to succeed for the “whitewater times” ahead?
❖ How can new practices produce the outcomes the public expects and deserves, and win back the confidence of citizens?
Panel Presentation

Panel Discussion Moderated by George Beard, PSU

Panelists

❖ Martha Bennett
   Chief Operating Officer, Metro

❖ Rodrigo George
   Sustainability Program Manager, US DOE
   Bonneville Power Administration

❖ Andrew Scott
   Budget Director, City of Portland