

12:15 – 12:35

“Skills for the future and how you keep yourself employable while facing a tsunami of change”

London North Eastern Railway –
Richard Adams, Head of Digital
Architecture



**Teacher, Professor, Programmer, iTV, Games,
Strategy Director, Creative Director,
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**We are rapidly shifting
from procedural tech to
intelligent anticipation
and true Complexity**

**There is no longer any answer to the question of
what practical skills do I need?**

$$P + h + mg = -\theta''$$

$$F = \frac{ds}{dt}$$

$$F_c = \frac{mv^2}{r}$$

$$\frac{d\bar{s}}{dt}$$

$$f = \mu_s \bar{N}$$

$$\omega = \frac{v}{r}$$

$$f = \mu_s N$$

$$F = ma$$

$$I = \beta \theta^2$$

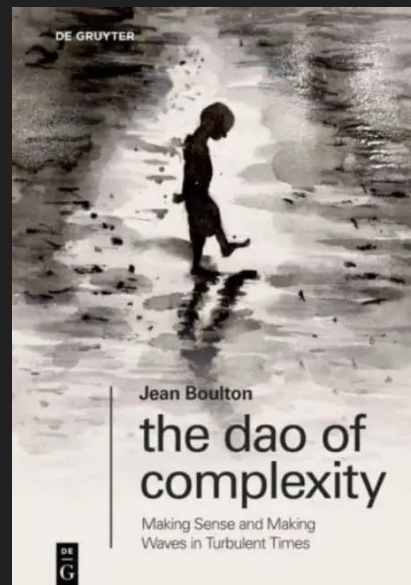
$$\theta \approx \frac{x}{r}$$

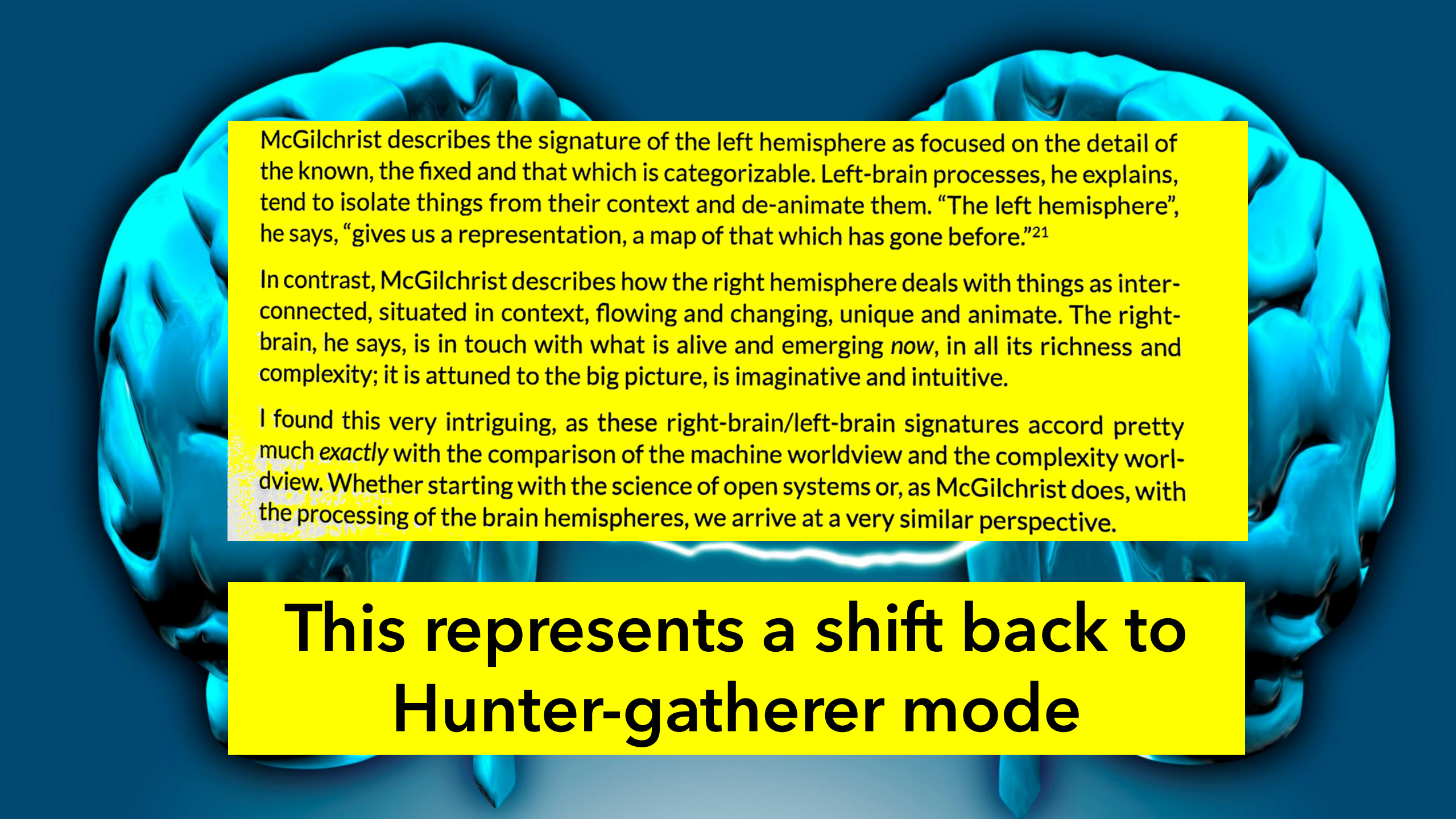
Like riding a bike

$$T = \alpha/r$$

$$I = \beta \theta^2$$

As discussed in Section II, process complexity presents a view of the world as complex, systemic, patterned, emergent, surprising, creative and messy. Its core message is that the world *does not* work like a machine; things *cannot* in general be reduced to separate independent domains, and logic and analysis do not lead to definitive answers. The world is complex whether or not we choose to embrace that complexity.





McGilchrist describes the signature of the left hemisphere as focused on the detail of the known, the fixed and that which is categorizable. Left-brain processes, he explains, tend to isolate things from their context and de-animate them. “The left hemisphere”, he says, “gives us a representation, a map of that which has gone before.”²¹

In contrast, McGilchrist describes how the right hemisphere deals with things as interconnected, situated in context, flowing and changing, unique and animate. The right-brain, he says, is in touch with what is alive and emerging *now*, in all its richness and complexity; it is attuned to the big picture, is imaginative and intuitive.

I found this very intriguing, as these right-brain/left-brain signatures accord pretty much *exactly* with the comparison of the machine worldview and the complexity worldview. Whether starting with the science of open systems or, as McGilchrist does, with the processing of the brain hemispheres, we arrive at a very similar perspective.

**This represents a shift back to
Hunter-gatherer mode**

Another point McGilchrist makes is that it is the right-brain that deals with values. He says that the only 'value' the left-brain recognises is power. If the left-brain dominates, we are more likely to see decision-making as essentially about analysing data and making logical technocratic decisions – for the sole purpose of achieving our goals. We believe there is a right answer, and that we will get there through detailed processing. By contrast, the right-brain is more comfortable with ambiguity and subjectivity, can juggle sometimes-incommensurate values, and make complex judgements.

**Without values you can't
operate in a shifting world**

Digital literacy - Understanding and navigating technology, AI tools, and digital platforms effectively.

Critical thinking - Analysing information, identifying biases, and making reasoned decisions amid information overload.

Adaptability - Flexibility to learn new skills, pivot careers, and adjust to rapid change.

Emotional intelligence - Managing emotions, empathy, and interpersonal relationships in diverse environments.

Data analysis - Interpreting data, understanding statistics, and drawing actionable insights.

Creative problem-solving - Innovative thinking and finding novel solutions to complex challenges.

Communication - Clear writing, speaking, and storytelling across digital and traditional mediums.

Systems thinking - Understanding interconnections, cause-and-effect, and holistic perspectives.

Lifelong learning - Continuously acquiring new knowledge and updating existing skills.

Cross-cultural competency - Working effectively across cultures, languages, and global contexts.

Data curation

Cleaning, organizing, and preparing quality data that AI systems need to function well.

AI ethics and governance

Ensuring responsible AI development, addressing bias, and managing societal impact.

Complex reasoning

Handling nuanced, contextual problems that require human judgment and creativity.

Emotional and social intelligence

Providing empathy, relationship-building, and human connection that AI cannot replicate.

AI training and fine-tuning

Teaching AI systems through feedback, annotation, and model improvement.

Human oversight

Monitoring AI decisions, catching errors, and maintaining accountability.

Interdisciplinary thinking

Bridging technical AI knowledge with domain expertise in specific fields.

Change management

Helping organizations and people adapt to AI-transformed workflows and roles.

Mindset & Behaviour shift

left -> right brain

Curiosity

Interestedness

**Know the question not the
answer**

Values

Persistence

Jobs – two-way contracts