# **RFFFRFNCFS**

### INTRODUCTION

- Lalchandani, A. (2023). The skills project. https://www.anishlalchanda ni.com/theskillsproject
- ii. LEGO. (n.d.). *LEGO® History LEGO.com US.* https://www.lego.com/en-us/history/
- iii. How many combinations are possible using 6 LEGO bricks? (2017, February 12). *Mental Floss*. https://www.mentalfloss.com/article/92127/how-many-combinations-are-possible-using-6-lego-bricks
- iv. How do we upskill a billion people by 2025? (n.d.). World Economic Forum. https://www.weforum.org/agenda/2020/01/2025-leadershipcollaboration-skills-training/
- v. Difference between upskilling and reskilling. (n.d.). LinkedIn Learning. https://learning.linkedin.com/resources/upskilling-and-reskilling/upskilling-reskilling

- i. https://www.azquotes.com/quote/820180
- ii. Lake, E. (2016, December 26). Millions of drivers are suffering from "parallelophobia." *The Sun*. https://www.thesun.co.uk/news/ 2480273/millions-of-drivers-are-suffering-from-parallelophobia-afear-of-parallel-parking-a-new-study-finds/
- iii. Klebnikov, S. (2020, July 1). Tesla is now the world's most valuable car company with a valuation of \$208 billion. *Forbes*. https://www.forbes.com/sites/sergeiklebnikov/2020/07/01/tesla-is-now-the-

- worlds-most-valuable-car-company-with-a-valuation-of-208-billion/
- iv. Musk, E. (2017, June 9). "Thick and thin" is the way to go! [Tweet]. Twitter. https://twitter.com/elonmusk/status/873116351316938 753?lang=en
- v. The General Motors CEO who killed the original electric car is now in the electric car business. (2017, April 7). *Quartz*. https://qz.com/952951/the-general-motors-gm-ceo-who-killed-the-ev1-electric-carrick-wagoner-is-now-in-the-electric-car-business
- vi. Magazine, S., & Edwards, O. (n.d.). *The death of the EV-1*. https://www.smithsonianmag.com/science-nature/the-death-of-the-ev-1-118595941/
- vii. Standage, T. (2021, August 3). The lost history of the electric car And what it tells us about the future of transport. *The Guardian*. http://www.theguardian.com/technology/2021/aug/03/lost-history-electric-car-future-transport
- viii. Standage, T. (2021, August 3). The lost history of the electric car And what it tells us about the future of transport. *The Guardian*. http://www.theguardian.com/technology/2021/aug/03/lost-history-electric-car-future-transport
  - ix. *GM announces its electric car*. (2001, January 4). HISTORY. https://www.history.com/this-day-in-history/gm-announces-its-electric-car
  - x. *GM announces its electric car*. (2001, January 4). HISTORY. https://www.history.com/this-day-in-history/gm-announces-its-electric-car
  - xi. IDTechEx. (n.d.). *Driving will be outlawed by 2050, says IDTechEx.* https://www.prnewswire.com/news-releases/driving-will-be-outlawed-by-2050-says-idtechex-301365816.html
- xii. https://www.goodreads.com/quotes/319000-life-doesn-t-get-easieror-more-forgiving-we-get-stronger
- xiii. Spataro, J. (2020, April 30). 2 years of digital transformation in 2 months. Microsoft 365 Blog. https://www.microsoft.com/en-us/microsoft-365/blog/2020/04/30/2-years-digital-transformation-2-months/
- xiv. *Enjoy the museum from home*. (n.d.). Van Gogh Museum. https://www.vangoghmuseum.nl/en/visit/enjoy-the-museum-from-home
- xv. https://www.google.com.sg/books/edition/Digital\_Currencies/iL69DgAAQBAJ?hl=en&gbpv=1&dq=the+digital+

- revolution+is+marching+on+and+entering+every+aspect+ of+life&pg=PT7&printsec=frontcover
- xvi. World Development Report 2019: The changing nature of work: Main report. (n.d.). World Bank. https://documents.worldbank.org/en/publication/documents-reports/documentdetail/816281518818814423/main-report
- xvii. World Development Report 2019: The changing nature of work: Main report. (n.d.). World Bank. https://documents.worldbank.org/en/publication/documents-reports/documentdetail/816281518818814423/main-report
- xviii. O'Connell, B. (2020, January 2). History of Alibaba: Timeline and facts. *TheStreet*. https://www.thestreet.com/world/history-of-alibaba-15145103
  - xix. 2021 Corporate Longevity Forecast. (2021, May 1). Innosight. https://www.innosight.com/insight/creative-destruction/
  - xx. Reier, S. (2000, June 10). Half a century later, economist's "creative destruction" theory is apt for the internet age: Schumpeter: The prophet of bust and boom. *The New York Times*. https://www.nytimes.com/2000/06/10/your-money/IHT-half-a-century-later-economists-creative-destruction-theory-is.html
- xxi. Finch, C. (2019, October 3). History of companies and industries listed on the S&P 500. QAD Blog. https://www.qad.com/blog/2019/10/sp-500-companies-over-time
- xxii. 2021 Corporate Longevity Forecast. (2021, May 1). Innosight. https://www.innosight.com/insight/creative-destruction/
- xxiii. Hu, K. (2023, February 2). ChatGPT sets record for fastest-growing user base Analyst note. Reuters. https://www.reuters.com/tech nology/chatgpt-sets-record-fastest-growing-user-base-analyst-note-2023-02-01/
- xxiv. How to bring the core to the edge. (2009, February 6). Harvard Business Review. https://hbr.org/2009/02/how-to-bring-the-edge-to-the-c
- **xxv.** https://quotepond.com/wp-content/uploads/2018/03/motivationalquote8.jpg
- xxvi. World Employment and Social Outlook, International Labour Organization. (2021). The ILO Centenary Declaration for the Future of Work: A commitment to an inclusive, sustainable, and

- resilient future. Trends 2021. ILO Flagship Report. https://www.ilo.org/wcmsp5/groups/public/—dgreports/—dcomm/documents/publication/wcms\_794452.pdf
- xxvii. World Employment and Social Outlook, International Labour Organization. (2021). The ILO Centenary Declaration for the Future of Work: A commitment to an inclusive, sustainable, and resilient future. Trends 2021. ILO Flagship Report. https://www.ilo.org/wcmsp5/groups/public/—dgreports/—dcomm/documents/publication/wcms\_794452.pdf
- xxviii. *The Future of Jobs Report 2020.* (2020, October 20). World Economic Forum. https://www.weforum.org/reports/the-future-of-jobs-report-2020/digest/
  - xxix. World Bank. (2019). World Development Report 2019: The changing nature of work. https://documents1.worldbank.org/curated/en/816281518818814423/2019-WDR-Report.pdf
  - xxx. *The Future of Jobs Report* 2020. (2020, October 20). World Economic Forum. https://www.weforum.org/reports/the-future-of-jobs-report-2020/digest/
  - xxxi. World Bank. (2019). World Development Report 2019: The changing nature of work. https://documents1.worldbank.org/curated/en/816281518818814423/2019-WDR-Report.pdf
- xxxii. The Future of Jobs Report 2020. (2020, October 20). World Economic Forum. https://www.weforum.org/reports/the-future-of-jobs-report-2020/digest/
- xxxiii. DAOs, DACs, DAs and more: An incomplete terminology guide. (n.d.). Ethereum Foundation Blog. https://blog.ethereum.org/2014/05/06/daos-dacs-das-and-more-an-incomplete-terminology-guide
- xxxiv. DAOs, DACs, DAs and more: An incomplete terminology guide. (n.d.). Ethereum Foundation Blog. https://blog.ethereum.org/2014/05/06/daos-dacs-das-and-more-an-incomplete-terminology-guide
- xxxv. FBI. (2012, July 1). FBI announces deployment of Sentinel. FBI Archives. https://archives.fbi.gov/archives/news/pressrel/press-re leases/fbi-announces-deployment-of-sentinel
- xxxvi. Sutherland, J. J. (2014). Scrum: The art of doing twice the work in half the time. Crown Publishing Group.
- xxxvii. Sutherland, J. J. (2014). Scrum: The art of doing twice the work in half the time. Crown Publishing Group.

xxxviii. Sutherland, J. J. (2014). Scrum: The art of doing twice the work in half the time. Crown Publishing Group.

- xxxix. Sutherland, J. (2014). Scrum: The art of doing twice the work in half the time. Currency; Illustrated edition (p. 10). Crown Business.
  - xl. Why Agile is Better than Waterfall (Based on Standish Group Chaos Report 2020). (n.d.). Vitality Chicago Inc. https://vitalitychicago/blog/agile-projects-are-more-successful-traditional-projects
  - xli. The Agile Manifesto | Scrum Alliance | Transform Your Workplace. (n.d.). https://www.scrumalliance.org/agile-organizations/manifesto
  - xlii. DBS announces range of initiatives to embrace the future of work. (2020, November 17). https://www.dbs.com/newsroom/DBS\_an nounces\_range\_of\_initiatives\_to\_embrace\_the\_future\_of\_work
  - xliii. Becoming more than a bank: Digital transformation at DBS. (2020, January 9). McKinsey & Company. https://www.mckinsey.com/industries/financial-services/our-insights/banking-matters/becoming-more-than-a-bank-digital-transformation-at-dbs
  - xliv. Grant, J. (n.d.). Transforming a traditional bank into an agile market leader. *Strategy+Business*. https://www.strategy-business.com/article/Transforming-a-Traditional-Bank-into-an-Agile-Market-Leader
  - xlv. https://www.maersk.com/about/our-history/the-founding-family
  - xlvi. Maersk About us. https://www.maersk.com/about
  - xlvii. Purpose shifting from why to how. (2020, April 22). McKinsey & Company. https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/purpose-shifting-from-why-to-how
- xlviii. Big demands and high expectations, The Deloitte Millennial Survey. (2014, January). Deloitte. https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf

- i. https://technative.io/disrupt-or-be-disrupted/
- ii. Grant, A. (2016). Originals: How non-conformists move the world. Viking.

iii. Chakrabarti, R. (2017, June 14). #9 Out of 10 Start-ups Fail. Here's Why! Entrepreneur. https://www.entrepreneur.com/en-in/starting-a-business/9-out-of-10-start-ups-fail-heres-why/295798

- iv. How to successfully drive innovation in organisations. (n.d.). Chase Consulting. https://www.chasegroup.com.au/how-to-successfullydrive-innovation-in-organisations
- v. *The diversity and inclusion revolution*. (2018). Deloitte Review. https://www2.deloitte.com/content/dam/insights/us/articles/4209\_Diversity-and-inclusion-revolution/DI\_Diversity-and-inclusion-revolution.pdf
- vi. Bourke, J., Dillon, B., & Deloitte. (2018). *The diversity and inclusion revolution: Eight powerful truths*. Deloitte Insights. https://www2.deloitte.com/content/dam/insights/us/articles/4209\_Diversity-and-inclusion-revolution/DI\_Diversity-and-inclusion-revolution.pdf
- vii. Hewlett, S. A., Marshall, M., & Sherbin, L. (2013, December 1). *How diversity can drive innovation*. Harvard Business Review. https://hbr.org/2013/12/how-diversity-can-drive-innovation
- viii. Hewlett, S. A., Marshall, M., & Sherbin, L. (2013, December 1). *How diversity can drive innovation*. Harvard Business Review. https://hbr.org/2013/12/how-diversity-can-drive-innovation
- ix. Bourke, J., Dillon, B., & Deloitte. (2018). *The diversity and inclusion revolution: Eight powerful truths*. Deloitte Insights. https://www2.deloitte.com/content/dam/insights/us/articles/4209\_Diversity-and-inclusion-revolution/DI\_Diversity-and-inclusion-revolution.pdf
- x. Medallia. (n.d.). *null*. https://www.medallia.com; https://crowdicity.com/customer-stories/maddocks
- xi. Diversity Partners. (2019, October 26). *Making the link between innovation and diversity: A practical case study*. https://www.diversitypartners.com.au/new-blog/2019/10/26/making-the-link-between-innovation-and-diversity-a-practical-case-study
- xii. https://conantleadership.com/wp-content/uploads/2015/12/speak er\_sheet\_final1-2.pdf
- xiii. *Job openings and labor turnover summary* 2023 M07 results. (2023, August 29). https://www.bls.gov/news.release/jolts.nr0.htm
- xiv. Bhattarai, A. (2021, June 21). Retail workers are quitting at record rates for higher-paying work: 'My life isn't worth a dead-end job.' Washington Post. https://www.washingtonpost.com/business/2021/06/21/retail-workers-quitting-jobs/

xv. Korn Ferry retail survey finds a very slow movement to include DE&I incentive metrics in compensation packages. (n.d.). https://www.kornferry.com/about-us/press/korn-ferry-retail-survey-finds-a-very-slow-movement-to-include-dei-incentive

- xvi. Work Trend Index | Will AI fix work? (2023, May 9). https://www.microsoft.com/en-us/worklab/work-trend-index/will-ai-fix-work
- xvii. HumanWorkz podcast with Anish Lalchandani: 8. Andy Spence: Re-thinking work for economic inclusion on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/8-andy-spence-re-thinking-work-for-economic-inclusion/id1588734901? i=1000548051397
- xviii. Morgan, K. (2021, June 29). The Great Resignation: How employers drove workers to quit. *BBC Worklife*. https://www.bbc.com/worklife/article/20210629-the-great-resignation-how-employers-drove-workers-to-quit
- xix. Inc., G. (2021, July 22). *The "Great Resignation" is really the "Great Discontent.*" Gallup.com; https://www.gallup.com/workplace/351545/great-resignation-really-great-discontent.aspx
- xx. Inc., G. (2021, July 22). *The "Great Resignation" is really the "Great Discontent.*" Gallup.com; https://www.gallup.com/workplace/351545/great-resignation-really-great-discontent.aspx
- xxi. https://www.goodreads.com/quotes/7356284-clients-do-not-come-first-employees-come-first-if-you
- xxii. *All Insights*. (n.d.). https://www.mercer.com/insights/all-insights/; https://www.mercer.com/our-thinking/career/voice-on-talent/prepar ing-for-the-future-of-work-evaluating-the-effectiveness-your-employee-value-proposition.html
- xxiii. Employee Value Proposition (EVP) | HR Insights | Gartner.com. (n.d.). https://gartner.com/en/human-resources/insights/employee-engagement-performance/employee-value-proposition
- xxiv. Careers at Bain. (n.d.). Bain. https://www.bain.com/careers/
- xxv. Careers at Bain. (n.d.). Bain. https://www.bain.com/careers/
- xxvi. Chopra, V. (n.d.). *Great CX starts from great employee experience* | CX = EX. https://umwelt.ai/great-cx-starts-from-great-employee-experience/

- i. https://www.inc.com/dan-scalco/6-chinese-proverbs-every-entrepre neur-should-read.html#:~:text=2)%20%22If%20you%20want%20one,too%20much%20on%20the%20money
- ii. Pofeldt, E. (2017, October 17). Are we ready for a workforce that is 50 percent freelance? Forbes. https://www.forbes.com/sites/elainepofeldt/ 2017/10/17/are-we-ready-for-a-workforce-that-is-50-freelance/
- iii. HumanWorkz podcast with Anish Lalchandani: 4. Dave Ulrich: Reinventing organisations to lead the future of work on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/4-dave-ulrich-reinventing-organisations-to-lead-the/id1588734901? i=1000541077473
- iv. 12 the war for talent [PDF Document]. (n.d.). cupdf.com; https://cupdf.com/document/12-the-war-for-talent.html
- v. Buckingham, M. (2017). 9 lies about work: A new path to personal fulfillment. Free Press.
- vi. HumanWorkz podcast with Anish Lalchandani: 1. Abhijit Bhaduri: Rise of intangibles Leadership, talent & culture on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/1-abhijit-bhaduri-rise-of-intangibles-leadership/id1588734901? i=1000538660642
- vii. https://quotefancy.com/quote/1398955/Sheryl-Sandberg-Build-your-skills-not-your-resume
- viii. An evolving profession: 21 new HR jobs to watch for. (n.d.). www.cognizant.com; https://www.cognizant.com/us/en/insights/per spectives/an-evolving-profession-21-new-hr-jobs-to-watch-for
  - ix. *How to rethink a bad decision: Transcript*. (n.d.). WorkLife | Podcasts | TED. https://www.ted.com/podcasts/worklife/how-to-rethink-a-bad-decision-transcript
  - x. *job.* (2023, August 30). JOB | English Meaning Cambridge Dictionary. https://dictionary.cambridge.org/dictionary/english/job
  - xi. work. (2023, August 30). WORK | English Meaning Cambridge Dictionary. https://dictionary.cambridge.org/dictionary/english/work
- xii. *task*. (2023, August 30). TASK | English Meaning Cambridge Dictionary. https://dictionary.cambridge.org/dictionary/english/task

xiii. *skill.* (2023, August 30). SKILL | English Meaning – Cambridge Dictionary. https://dictionary.cambridge.org/dictionary/english/skill

- xiv. Indeed. (n.d.). Bank Relationship Manager. https://sg.indeed.com/career-advice/finding-a-job/bank-relationship-manager#
- xv. Ying, J. (2019, December 10). *How we mapped the "skills genome" of emerging jobs*. LinkedIn Engineering. https://engineering.linkedin.com/blog/2019/how-we-mapped-the-skills-genome-of-emerging-jobs
- xvi. Ying, J. (2019, December 10). *How we mapped the "skills genome" of emerging jobs*. LinkedIn Engineering. https://engineering.linkedin.com/blog/2019/how-we-mapped-the-skills-genome-of-emerging-jobs
- xvii. Leading in the 21st century: An interview with Daniel Vasella. (2012, September 1). McKinsey & Company. https://www.mckinsey.com/featured-insights/leadership/an-interview-with-daniel-vasella
- xviii. Taylor, C. (2019, October 29). Why the CEO of this multi-billion dollar firm wants to "unboss" companies. CNBC. https://www.cnbc.com/2019/10/29/why-novartis-ceo-wants-to-unboss-companies.html
  - xix. How Novartis is building a skills operating system for workforce planning. (2022, February 8). myHRfuture. https://www.myhrfuture.com/digital-hr-leaders-podcast/how-novartis-is-building-a-skills-operating-system-for-workforce-planning
  - xx. Downarowicz, T., & Więcek, M. (2020, April 6). Decomposition of a symbolic element over a countable amenable group into blocks approximating ergodic measures. arXiv.org; https://arxiv.org/abs/2004.02946v1
  - xxi. All Insights. (n.d.). https://www.mercer.com/insights/all-insights/
- xxii. *Providing employability skills for life*. (n.d.). Unilever. https://www.unilever.com/planet-and-society/future-of-work/providing-skills-for-life/

- i. https://www.brainyquote.com/quotes/jack\_welch\_173305
- ii. Phillips, J. J. (2015, May 28). Show me the ROI. Chief Learning Officer
  CLO Media. https://www.chieflearningofficer.com/2015/05/28/show-me-the-roi/

iii. Why intangibles are the key to faster growth in Europe. (2022, November 22). McKinsey & Company. https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/why-intangibles-are-the-key-to-faster-growth-in-europe

- iv. Next Jump's origin story | Leadership Training & Development. (n.d.). Next Jump. https://nextjump.com/next-jump-origins/
- v. An everyone culture: Becoming a deliberately developmental organization 14259. (2016, March 22). HBR Store. https://store.hbr.org/product/an-everyone-culture-becoming-a-deliberately-developmental-organization/14259
- vi. Next Jump's origin story | Leadership Training & Development. (n.d.). Next Jump. https://nextjump.com/next-jump-origins/
- vii. Kegan, R., & Laskow Lahey, L. (2016). An everyone culture: Becoming a deliberately developing organization. Harvard Business Review Press.
- viii. https://www.levyinnovation.com/a-problem-well-stated-is-half-solved/
- ix. We need a global reskilling revolution Here's why. (n.d.). World Economic Forum. https://www.weforum.org/agenda/2020/01/reskilling-revolution-jobs-future-skills/
- x. https://www.goodreads.com/quotes/222771-a-year-from-now-you-may-wish-you-had-started
- xi. World Economic Forum Home. (n.d.). https://www3.weforum.org/docs/WEF\_Future\_of\_Jobs\_2020

- i. https://quotefancy.com/quote/1625604/Michael-Kitson-Awareness-is-a-key-ingredient-in-success-If-you-have-it-teach-it-if-you
- M. (2020, August 16). The heartbreaking but inspiring success story of Oprah Winfrey – WISURU. WISURU – Your quest for knowledge ends here. https://wisuru.com/biography/the-success-story-of-oprahwinfrey/
- iii. Leonard, J. (2019, August 31). *Oprah Winfrey's success story: Becoming an inspiration to everyone*. Business2Community.https://www.business2community.com/trends-news/oprah-winfreys-success-story-becoming-an-inspiration-to-everyone-02236317

iv. Mimaroglu, A. (2021, January 18). 5 lessons from the life of Oprah. Entrepreneur. https://www.entrepreneur.com/leadership/5-lessons-from-the-life-of-oprah/362598

- v. Maddy. (2020, August 16). The heartbreaking but inspiring success story of Oprah Winfrey WISURU. WISURU Your quest for knowledge ends here. https://wisuru.com/biography/the-success-story-of-oprah-winfrey/
- vi. Winfrey, O. (2020). The path made clear: Discovering your life's direction and purpose. Flatiron Books.
- vii. Maddy. (2020, August 16). The heartbreaking but inspiring success story of Oprah Winfrey WISURU. WISURU Your quest for knowledge ends here. https://wisuru.com/biography/the-success-story-of-oprah-winfrey/
- viii. Winfrey, O. (2020). Chapter 1: The seeds. In *The path made clear:* Discovering your life's direction and purpose. Flatiron Books.
- ix. Gazica, M. W., & Spector, P. E. (2015). A comparison of individuals with unanswered callings to those with no calling at all. *Journal of Vocational Behavior*, 91, 1–10. https://doi.org/10.1016/j.jvb.2015. 08.008
- x. *Definition of AWARENESS*. (2023, August 22). Awareness Definition & Meaning Merriam-Webster. https://www.merriam-webster.com/dictionary/awareness
- xi. Lalchandani, A. (n.d.). *The skills project*. https://www.anishlalchandani.com/theskillsproject
- xii. https://www.danpink.com/books/drive/
- xiii. Foster individual purpose within your organization. (2020, October 19). McKinsey & Company. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/foster-individual-purpose-within-your-organization
- xiv. https://www.goodreads.com/quotes/289003-awareness-precedes-choice-and-choice-precedes-change
- xv. Schippers, M. C., & Ziegler, N. (2019, December 13). Life crafting as a way to find purpose and meaning in life. *Frontiers in Psychology*, 10. PubMed Central (PMC). https://doi.org/10.3389/fpsyg.2019.02778
- xvi. Chavez, M. (2019, January 7). Connecting individual and organizational purpose: Perspectives from Daniel Pink. Forbes. https://

References References

- www.forbes.com/sites/michaelchavez/2019/01/07/connecting-individual-and-organizational-purpose-perspectives-from-daniel-pink/
- xvii. Baldoni, J. (2019). Chapter 1: Take time to define the purpose of your organization. Flatiron Books. In *Lead with purpose: Giving your organization a reason to believe in itself.* Inc.com; https://www.inc.com/john-baldoni/take-time-to-define-the-purpose-of-your-organization.html
- xviii. Plc, U. (n.d.). *At a glance*. Unilever. https://www.unilever.com/our-company/at-a-glance/
  - xix. Unilever's response to the future of work Case Faculty & Research Harvard Business School. (n.d.). https://www.hbs.edu/faculty/Pages/item.aspx?num=58001
  - xx. Apple Podcasts. (2021b, September 28). *Leena Nair: Raise your hand* for the hardest job. Apple Podcasts. https://podcasts.apple.com/gb/podcast/leena-nair-raise-your-hand-for-the-hardest-job/id1156483471?i=1000536850211&l=es
  - xxi. Apple Podcasts. (2021b, September 28). *Leena Nair: Raise your hand for the hardest job*. Apple Podcasts. https://podcasts.apple.com/gb/podcast/leena-nair-raise-your-hand-for-the-hardest-job/id11564834712i=1000536850211&l=es
- xxii. *Providing employability skills for life*. (n.d.). Unilever. https://www.unilever.com/planet-and-society/future-of-work/providing-skills-for-life/
- xxiii. Apple Podcasts. (2021b, September 28). *Leena Nair: Raise your hand* for the hardest job. Apple Podcasts. https://podcasts.apple.com/gb/podcast/leena-nair-raise-your-hand-for-the-hardest-job/id1156483471?i=1000536850211&cl=es
- xxiv. Institute of Coaching. (n.d.). https://instituteofcoaching.org/
- **xxv.** https://quotefancy.com/quote/2412842/Francesc-Miralles-Wefrequently-miss-opportunities-because-we-aren-t-aware-of-them
- xxvi. Online services The University of Sheffield. (n.d.). https://www.sheffield.ac.uk/hr/sld/proflearning/mentoring
- xxvii. *Talent mobility: Winning the war on the home front.* (n.d.). Deloitte Insights. https://www2.deloitte.com/uk/en/insights/focus/human-capi tal-trends/2019/internal-talent-mobility.html
- xxviii. *State of the Manager Report* 2022. (n.d.). https://www.humu.com/state-of-the-manager-report-2022

xxix. State of the Manager Report 2022. (n.d.). https://www.humu.com/state-of-the-manager-report-2022

- xxx. State of the Manager Report 2022. (n.d.). https://www.humu.com/state-of-the-manager-report-2022
- xxxi. https://www.goodreads.com/quotes/1049077-by-choosing-our-pathwe-choose-our-destination

- https://www.goodreads.com/quotes/7159708-learning-is-not-the-prod uct-of-teaching-learning-is-the
- ii. Clear, J. (2015, March 10). Stop thinking and start doing: The power of practicing more. James Clear. https://jamesclear.com/learning-vspracticing
- iii. Lalchandani, A. (n.d.). *The skills project*. https://www.anishlalchandani.com/theskillsproject
- iv. Learning Engagement in Supply Chain Training, with Dhiren Doshi. (2021, August 18). YouTube. https://www.youtube.com/watch?v=9-ZpoBay-U8
- v. *About LUMA: LUMA empowers everyone at your organization.* (n.d.). LUMA Institute. https://www.luma-institute.com/about-luma/
- vi. Design thinking certificate: Practitioner certification program at LUMA. (n.d.). LUMA Institute. https://www.luma-institute.com/our-offerings/training/practitioner-certification-program-details/
- vii. https://quotefancy.com/quote/847810/Kathrine-Switzer-Talent-is-everywhere-it-only-needs-the-opportunity
- viii. https://quotefancy.com/quote/878154/Norman-Vincent-Peale-Nobody-ever-mastered-any-skill-except-through-intensive-persistent
- ix. J. M. (2021, October 1). Ester | Audiovisual Communication | Spain. Generation. https://www.generation.org/story/ester-audiovisual-communication/
- x. Wyers, A. (n.d.). *Solving youth unemployment*. TrendHunter.com; https://www.keynotespeak.com/keynote/global-unemployment-talk
- xi. Rice, J. (2016, July 29). *Employers*. Generation. https://www.generation.org/employers/

xii. HumanWorkz podcast with Anish Lalchandani: 6. Mona Mourshed: How to reimagine global employment? on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/6-monamourshed-how-to-reimagine-global-employment/id1588734901? i=1000544058884

- xiii. Employed, G. Y. (2019, November 12). Generation, a global employment nonprofit organization, marks its 5th anniversary as the largest and fastest-growing program of its kind. *GlobeNewswire Newsroom*. https://www.globenewswire.com/news-release/2019/11/12/1945626/0/en/Generation-a-global-employment-nonprofit-organization-marks-its-5th-anniversary-as-the-largest-and-fastest-growing-program-of-its-kind.html
- xiv. *Disrupting Unemployment*. (2015, February 17). World Economic Forum. https://www.weforum.org/reports/disrupting-unemployment/
- xv. Rice, J. (2016, October 13). *Impact*. Generation. https://www.generation.org/impact/
- xvi. Beyond 'X Number Served' (SSIR). (n.d.). https://ssir.org/articles/entry/beyond\_x\_number\_served
- xvii. Rice, J. (2016, October 13). *Impact*. Generation. https://www.generation.org/impact/
- xviii. Rice, J. (2016, July 29). *About*. Generation. https://www.generation.org/about/
  - xix. HumanWorkz podcast with Anish Lalchandani: 6. Mona Mourshed: How to reimagine global employment? on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/6-monamourshed-how-to-reimagine-global-employment/id1588734901? i=1000544058884

#### CHAPTER 7

i. https://www.goodreads.com/author/quotes/11041272.Pearl\_Zhu#: ~:text=Learning%20agility%20means%20to%20learn,and% 20relearn%20all%20the%20times.&text=The%20science%20of% 20decision%2Dmaking,effective%20decision%20process%20in%

- 20place.&text=Critical%20Thinking%20is%20not%20automatic,ex tra%20effort%20to%20think%20critically
- ii. Microsoft's Nadella: Women should trust "the system" on pay raises.
  (n.d.). NBC News. https://www.nbcnews.com/business/business-news/microsofts-nadella-women-should-trust-system-pay-raises-n222511
- iii. Microsoft CEO Satya Nadella on women pay gaffe: "I Answered that Question Completely Wrong." (2014, October 9). Vox. https://www.vox.com/2014/10/9/11631778/microsoft-ceo-satya-nadella-on-women-gaffe-i-answered-that-question
- iv. *The organizational X-factor: Learning agility.* (2023, March 8). Focus by Korn Ferry. https://focus.kornferry.com/leadership-and-talent/the-organizational-x-factor-learning-agility/
- v. Mauri, T. (2023, January 10). *How Satya Nadella uses learn-it-all to beat know-it-all*. Inc. https://www.inc.com/terence-mauri/how-satya-nadella-uses-learn-it-all-to-beat-know-it-all.html
- vi. Nadella, S., Nichols, J. T., & Shaw, G. (2017, September 26). Chapter 4: The learning mindset. In *Hit refresh: The quest to rediscover tech's most important company*. HarperBusiness.
- vii. https://scaledagileframework.com/organizational-agility/
- viii. https://quoteinvestigator.com/2012/09/27/invent-the-future/
- ix. HumanWorkz podcast with Anish Lalchandani: S2E8: Charles Jenning: Learning in the flow of work on Apple Podcasts. (n.d.). Apple Podcasts.
- x. *Insight*. (n.d.). In Cambridge Dictionary. Cambridge University Press. https://dictionary.cambridge.org/dictionary/english/insight
- xi. Foresight. (n.d.). In Cambridge English Dictionary. Cambridge University Press. https://dictionary.cambridge.org/dictionary/english/foresight
- xii. https://www.brainyquote.com/quotes/godfrey\_reggio\_355797
- xiii. Cell Phone Addiction. (2023, August 26). Reviews.org; https://www.reviews.org/mobile/cell-phone-addiction/
- xiv. SkyHive launches world's first search engine for human capital management. (2022, September 7). Business Wire. https://www.businesswire.com/news/home/20220907005328/en/SkyHive-Launches-Worlds-First-Search-Engine-for-Human-Capital-Management
- xv. HumanWorkz podcast with Anish Lalchandani: S2E8: Charles Jenning: Learning in the flow of work on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/s2e8-charles-jenning-learning-in-the-flow-of-work/id1588734901?i=1000617664101

- i. https://ownquotes.com/quote/214486
- ii. HumanWorkz podcast with Anish Lalchandani: 1. Abhijit Bhaduri: Rise of intangibles Leadership, talent & culture on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/1-abhijit-bhaduri-rise-of-intangibles-leadership/id1588734901? i=1000538660642
- iii. https://www.brainyquote.com/quotes/amanda\_lindhout\_611998
- iv. How do we upskill a billion people by 2025? (n.d.). World Economic Forum. https://www.weforum.org/agenda/2020/01/2025-leadershipcollaboration-skills-training/
- v. TRADING ECONOMICS. (n.d.). South Africa youth unemployment rate 2023 data 2024 forecast. https://tradingeconomics.com/south-africa/youth-unemployment-rate
- vi. *Harambee Youth Employment Accelerator*. (n.d.). Harambee. https://www.harambee.co.za/
- vii. HumanWorkz podcast with Anish Lalchandani: 6. Mona Mourshed: How to reimagine global employment? on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/6-monamourshed-how-to-reimagine-global-employment/id1588734901? i=1000544058884
- viii. (a) Martin, J. (2003). Emergent persons. New Ideas in Psychology, 21(2), 85–99.
  - (b) Martin, J. (2004). Self-regulated learning, social cognitive theory, and agency. *Educational Psychologist*, 39, 135–145.
- ix. https://www.goodreads.com/quotes/806111-the-future-depends-on-what-we-do-in-the-present
- x. UK Helsinki think talk- inspired by Finland: The future of education | University of Helsinki. (2021, March 25). YouTube. https://www.youtube.com/watch?v=JmKSWa684f8
- xi. The national plan to raise R&D funding (State Treasury Republic of Finland) https://www.treasuryfinland.fi/investor-relations/sustainabil ity-and-finnish-government-bonds/the-national-plan-to-raise-rd-funding/

xii. HumanWorkz podcast with Anish Lalchandani: S2E1. Anna Tavis – Humans at work on Apple Podcasts. (n.d.). Apple Podcasts. https://podcasts.apple.com/us/podcast/s2e1-anna-tavis-humans-at-work/id1588734901?i=1000567575256

- xiii. https://www.goodreads.com/quotes/174051-government-should-be-a-place-where-people-can-come-together
- xiv. *Katherine Chua*. (2023, April 3). SkillsFuture SG. https://www.skillsfuture.gov.sg/SkillsFutureStories/katherine-chua
- xv. *SkillsFuture Credit.* (2023, April 3). SkillsFuture SG. https://www.skillsfuture.gov.sg/initiatives/mid-career/credit
- xvi. Search by Theme. (n.d.). DOS | SingStat Website Search by Theme. http://www.singstat.gov.sg/find-data/search-by-theme? theme=population&type=all
- xvii. *About SkillsFuture Singapore*. (2023, April 3). SkillsFuture SG. https://www.skillsfuture.gov.sg/aboutssg
- xviii. SkillsFuture Singapore Agency and Workforce Singapore Agency. (n.d.). https://www.ssg-wsg.gov.sg/
- xix. International Labour Organization. (2012). *Skills for employment policy brief: Malaysia* (Publication No. WCMS\_167172.pdf). https://www.ilo.org/wcmsp5/groups/public/ed\_emp/ifp\_skills/documents/publication/wcms\_167172.pdf

- i. https://www.brainyquote.com/quotes/alexander\_graham\_bell\_387728
- ii. https://www.azquotes.com/quote/1059253
- iii. https://worldfinancialreview.com/5-new-skills-to-learn-in-2021/
- iv. Skill shift: Automation and the future of the workforce. (2018, May 23). McKinsey & Company. https://www.mckinsey.com/featured-insights/future-of-work/skill-shift-automation-and-the-future-of-the-workforce
- v. These are the top 10 job skills of tomorrow And how long it takes to learn them. (n.d.). World Economic Forum. https://www.weforum.org/agenda/2020/10/top-10-work-skills-of-tomorrow-how-long-it-takes-to-learn-them/

vi. *Identifying principles for the construction of an ontology-based knowledge base: A case study approach.* (2018, December 21). JMIR Medical Informatics. https://doi.org/10.2196/medinform.9979

- vii. Future workplace, now. (2020, September 15). Standard Chartered. https://www.sc.com/en/explore-our-world/future-workplace-now/
- viii. StanChart sets up global learning hub in Singapore to train, upskill 8,000 staff by 2022. (2020, December 3). *The Straits Times*. https://www.straitstimes.com/business/banking/stanchart-sets-up-global-learning-hub-in-singapore-to-train-upskill-8000-staff-by
- ix. *Providing employability skills for life*. (n.d.). Unilever. https://www.unilever.com/planet-and-society/future-of-work/providing-skills-for-life/
- x. https://www.brainyquote.com/quotes/tom\_peters\_461705
- xi. Buffer | About Us. (n.d.). Buffer: All-you-need Social Media Toolkit for Small Businesses. https://buffer.com/about
- xii. Our "growth mindset" fund gives every teammate \$800/Year Here's how and why. (2019, September 2). Buffer Resources. https://buffer.com/resources/growth-mindset-fund/
- xiii. Why we decided to give all employees \$20 per month for learning and development. (2017, June 27). Buffer Resources. https://buffer.com/resources/learning-stipend/
- xiv. Standard Chartered PLC. (2021). Standard Chartered PLC full-year 2021 report. https://av.sc.com/corp-en/content/docs/standard-chartered-plc-full-year-2021-report.pdf
- xv. StanChart sets up global learning hub in Singapore to train, upskill 8,000 staff by 2022. (2020, December 3). *The Straits Times*. https://www.straitstimes.com/business/banking/stanchart-sets-up-global-learning-hub-in-singapore-to-train-upskill-8000-staff-by
- xvi. https://quotefancy.com/quote/841398/John-C-Maxwell-Efficiency-is-the-foundation-for-survival-Effectiveness-is-the-foundation