

THE STATE OF THE ART
WORKER

*Strategic Approach For Becoming
An Industry Preferred Employee
Anywhere*

BRIAN REUBEN

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I dedicate this book to my lovely kids, Sunesis and Darryl.

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THE SECRET OF BECOMING A PREFERRED STAFF [A PREFACE]

The state of the world today presents serious challenges to every worker. Adapting and prospering means making a radical shift in how you think about career, what work means and what it means to have one because all that have changed.

Erick Brynjolfsson, director at the MIT Initiative on the Digital Economy predicts that the digital dawning of computer intelligence will bring better healthcare, and create billions of dollars in the value of industries utilising the new technologies, potentially even trillions.

- Still, not all of his predictions are so universally positive. Experts predict that upto 45% of the jobs will be automated away by 2020! Commenting on this Mr.

Brynjolfsson states, "The reality is that there is no economic law that states that everyone will benefit from an industrial revolution," he says. "It is possible for a majority to be left behind."

Suzanne Fortier, who is the Principal and Vice-Chancellor at McGill University in Canada, concurs, "I think we are reading our radar correct," she says. "I think we are going to see many jobs disappear."

How do you prepare for this? How do you thrive in a corporate world that is ever evolving? How do you position yourself to remain relevant today and tomorrow. How do you proof your career from being attacked and taken over by robots and automation? This is what I call becoming a state-of-the-art worker.

Through the pages that follow, I hope to awaken your thoughts and help you prepare for a future which has already arrived. One thing is sure, there will be casualties. It's not something to wish away, it's a fact. There's no need to be terrified because it does not have to be you. But there is every need to upgrade your career status. I hope to show you how in these few pages.

Dr. Brian Reuben,
Lagos, Nigeria.

CHAPTER ONE

THE GLOBAL WORKER

A lot has changed in our world in just about any area you can imagine as advancement in technology continues to shift our thinking about our world, how we live in it and even about what it is to be a human being. Everyday we are compelled to look at life differently. We have to adjust our thinking and our position about our business and work structure and even the work itself. Nothing is left unchanged including words and their meanings. We also see the introduction of new words into our dictionary made inevitable by the increasing pace in knowledge.

Just a few years ago phrases like 'global organization' referred to a corporate organization that owns or controls production of

goods or services in one or more countries other than their home country. Well, considering the fact that the central issue is providing services and not just been present in country but effectively providing services to people in that country shift in technology and the possibilities of the internet has rendered that definition obsolete. Google is a global corporation as well as Amazon, Alibaba, Access Bank, Facebook even though these organisations do not all have physical presence in many countries. We even hear of phrases like 'global citizenship', an entirely new word but very relevant today.

In the same way there's such an expression as 'a global worker'. As companies leverage on technology to evolve into global status so should working men and women leverage on technology to position themselves as global workers. Just the thought of it excites me that one can be a global worker. But let's begin with a definition.

To maximize the opportunities these changes in the world presents, every worker needs to be globally minded. Every worker should be a global worker!

Global workforce is a way of working that recognises the increasingly complex web of connections and interdependencies in the world. One in which our choices and actions may have repercussions for people and communities locally, nationally or internationally.

A global worker is one who is:

- Aware of the wider world and has a sense of their own role as a global worker.
- Respects and values diversity
- Has an understanding of how the world works today
- Hates social injustice
- Participates in the community at a range of levels, from the local to the global
- Is willing to act to make the world a more equitable and sustainable place
- Takes responsibility for their actions.

To be effective, a Global Worker requires to be flexible, creative and proactive. They need to be able to solve problems, make decisions, think critically, communicate ideas effectively and work well within teams and groups. These skills and attributes are increasingly recognised as being essential to succeed in other areas of 21st century life too, including many workplaces. These skills and qualities cannot be developed without the use of active learning methods through which people learn by doing and by collaborating with others.

So to be relevant in today's corporate world, a worker needs to understand that technology and globalization has blown away the walls that demarcated nations before now. As an engineer working in a firm, you will need to understand that the

challenges of your organisation are global, your company is competing against other firms engaged in the same services as they are all around the globe. For your company to perform optimally, it will require not just the state of the art technology, but also a state of the art workforce to drive that performance. The question then is are you that worker? Are you the State of the Art Worker your firm desperate needs? It is only by becoming that way you will position yourself for global relevance in your career.

When organization lays off their staff, it is not really sheer wickedness. No business leader takes pleasure at relieving people of their duties. Business organisation employs people for one reason and one reason only. Not as a social security or welfare. It is to transform their organisational vision into a reality. The normal effect of this is adequate cashflow to cover every expense and return profit to the owners of the business. When organization begins to run at a loss, whatever the external forces in the environment could be, it is an indication that the workforce lacks the capacity to execute the mission of the business.

While this could be as a result of management inefficiency, a contingency plan will always be executed and that will result may include people losing their jobs. But at the end, some people must be spared because they are considered indispensable. Your goal is to be in this group and the only way

to make that happen is to understand that career is today an ongoing learning experience and your knowledge is expected not just up to date in your industry but also in terms of the interaction between you industry and the mass network of global players in business.

For example, you as an accountant are not just supposed to understand how technology disrupts accounting practice globally, but how ongoing shifts in technology can further affect or may be even make your operation obsolete. This is the only way to not only prepare yourself for effectiveness today by also for relevance tomorrow. To fully understand this, we need to have a basic knowledge of how organisation are designed and what it even means to be a worker today...

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CHAPTER TWO

REDEFINING THE WORKFORCE

THE TRUTH IS THE DEFINITION OF YOUR ROLE CHANGES EVERYDAY AND IF YOU DON'T CATCH UP WITH THIS CHANGE YOU GET DROPPED OFF.

The workforce is changing. It's more digital, more global, diverse, automation-savvy, and social media-proficient. In the past, employees learned to gain skills for a career and stay in the career with what they know only taking trainings once in a while; now, the career itself is a journey of learning. To be relevant in the work place of today continuous learning is

critical. Your competence now depends on how much committed you are to a life long learning. The truth is the definition of your role changes everyday and if you don't catch up with this change you get dropped off. Since high performing organisations must hire and retain competent staff to remain that way, ongoing learning is very important.

According to the 2017 Delloite report on human capital trend, 90% of the executives they interviewed believe their company is facing disruptive change driven by digital technologies, and 70 percent say their organization does not have the skills to adapt.

This doubt reflects the fact that job skills are becoming obsolete at an accelerating rate. Software engineers must now redevelop skills every 12–18 months. Professionals in marketing, sales, manufacturing, law, accounting, and finance report similar demands. The Economist reported the Executive Chairman of Cisco, world leading software company as saying, "We compete against market transitions, not competitors. Product transitions used to take five to seven years; now they take one to two." Product transition of course requires new skills.

Another issue is talent acquisition, as talent sourcing and recruitment face tremendous pressure. Talent and skill shortages are widespread. In a survey conducted by LinkedIn,

37% of employees in different organisations globally feel over qualified for their roles! At the same times business leaders explained that they cannot seem to find the right people to fulfil job positions. Who are these right people? What skills do they possess? What if you can become this rare commodity in the career market? Does it not mean you will write your own pay check? Of course it does. In a latter chapter we will explore what these competencies that employers seek are.

The interesting thing is the explosion of completely free or low cost training offers you ready access to continuous learning even on the go. There are today free online libraries like Booksc, innovators like Khan Academy, Udacity, edX and YouTube. Leading universities offer micro masters programs at a tiny fraction of the training cost full masters programs. Upon completion the individual can then apply for full masters program at any of the participating institutions.

In the busy fast paced world we now live in, this ongoing commoditization of content provides you excellent chance to be a state-of-the-art worker. So you are faced with a stark choice: harness this trend to your benefit or risk watching your performance and relevance stall behind as a result of not possessing the relevant skills. And more still watch your career hang on a balance.

State-of-the-art workers are embracing these opportunities to develop the competence they require to drive performance. For example, one GE healthcare engineer by embracing *Brilliant U*, the company's online learning platform, designed a new tray to quickly fill vials of contrast medium using 3D printing technology. Aside from being quicker, this method also cost the company just \$1000 as against the \$20,000 injection moulded trays. Talk about making yourself an indispensable worker? This is it.

It is important to understand that disruption is supposed to help us optimize performance and not otherwise. **We are not supposed to be worried about robots taking jobs meant for humans. We should rather be talking about allowing robots to do their jobs while we embrace technology to equip ourselves to do what we should do.**

The challenge before you therefore now is to reinvent yourself, develop deep skills, and contribute to the learning of others. Interdisciplinary skills development is critical because these capabilities align with the organizational shift to networks of teams. Learning should encourage, and even push, people to move across jobs.

CHAPTER THREE

THE STATE OF THE ART ORGANISATION

IN THE PAST COMMERCIAL PATTERNS WERE PREDICTABLE, SO ORGANISATIONS WERE DESIGNED FOR EFFICIENCY AND EFFECTIVENESS. TODAY COMMERCIAL PATTERNS IS QUITE UNPREDICTABLE, RATHER THAN JUST EFFICIENCY, ORGANISATIONS ARE DESIGNED FOR AGILITY, ADAPTABILITY AND SPEED

What does organisations that produce the desired results today look like? Technology, changes in life style and communication

are forcing business leaders to redesign their organisation to synchronize with these changes. A worker who will be indispensable today must understand the forces shaping organisational design today in order to adapt intelligently to them.

Recent studies all around the world indicates that business executives have made the redesigning and restructuring of their organisations a top priority. The shift in technology, corporate life style and interest has changed what it means to be called a business organisation today. It is not possible to operate a business today the same way it was in the industrial age and be successful.

As organizations become more digital, business leaders face a growing imperative to redesign their organizations to move faster, adapt more quickly, facilitate rapid learning, and embrace the dynamic career demands of their people.

In the past commercial patterns were predictable, so organisations were designed for efficiency and effectiveness. Today commercial patterns is quite unpredictable, rather than just efficiency, organisations are designed for agility, adaptability and speed so that they can thrive in today's highly disruptive environment. As a matter of fact, some organisations like Li & Fung with their self organising pattern actually drive agility and not just possess the ability to respond to changes.

Being operationally effective today will first of all require an organisation structured for speed, agility and adaptability. So to be effective in an organisation of this such means you must also be agile, adaptable and fast.

Part of designing for adaptability is structuring a team-centric organisation rather than the traditional hierarchical organisation. The reason is that team is a natural way for humans to work. Infact Sociologist Robert Dunbar proved that the optimum number of persons a one can know well and communicate with is 150. So been team competent is an indispensable skill of the state-of-the-art worker.

In his book *Team of Teams*, General Stanley McChrystal describes how the US military's hierarchical command and control structure hindered operational success during the early stages of the Iraqi war. After watching AL-Qaeda disrupt his army and win battles, General McChrystal created a solution. He decentralize authority to highly trained and empowered teams and developed a real-time information and operations group to centralize information and provide all teams with real-time, accurate data about war activities everywhere. McChrystal did not change the formal structure of the military. Rather, he created a new structure that allowed for dynamism and flexibility within the overall organizational structure. This new structure enabled officers to quickly move from their administrative positions to mission-oriented projects for a set

purpose, knowing that they would once again have a home to return to within the larger organizational structure after the mission was completed.

US Credit card company, Capital One generates and tests more than 50,000 new credit card product ideas a year. This is possible because Capital One's team oriented structure. Every new credit card idea is managed by a different team set up for it specially, just like Li & Fung.

Hierarchical structure is not suitable for today's business world. Leading companies are designed as a network of teams. Top companies are built around systems that encourage teams and individuals to meet each other, share information transparently, and move from team to team depending on the issue to be addressed. Different networks can have different specialties, such as innovation or getting to market quickly, but the principle is the same.

High-performing companies today may select individuals for the team, and ask them to design and build a new product or service within a given period. Afterward, the team disperses as team members move on to new projects. This ability to move between teams without creating risk is a critical attribute of today's competent worker.

But while networked organisations promotes agility and speed, it also increases the need to coordinate teams and can lead to an overwhelming number of meetings, emails, and communications channels. Cognitive overload can seriously impede productivity. New organizational models also require a new new response to leadership as the approach to corporate leadership has now changed.

So a worker in an organisation with networked teams require skills such as negotiation, resilience, and systems thinking. In some cases, the most experienced leaders and business unit heads may be the wrong people to take charge of digital, agile, networked teams. An effective worker in a networked environment must have a high degree of network intelligence, getting to know what's going on throughout their company, throughout their industry, and throughout the customer marketplace.

As networked organizations continue to emerge, new tools are starting to make collaboration easier. Facebook's Workplace, Slack, Google Team Drive and hundreds of others are helping to facilitate the transition to networks of teams. The state-of-the-art worker must learn how to use these tools to optimize his/her performance.

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CHAPTER FOUR

THE TOP TEN SKILLS

‘US CITIZENS NOW LOOK AT THEIR MOBILE PHONES 8 BILLION TIMES A DAY’

The demands of the career world shifts as technology advances. In his 2016 book *Thank You for Being Late*, Thomas Friedman refers to a graph created by Eric Teller, CEO of Alphabet's Google X division, which shows that technology is

increasing at an exponential rate while human adaptability rises only at a linear rate.

This is a relative truth as some other studies suggest that human beings are also responding fast to technology. For example, a Deloitte research indicates that US citizens now look at their mobile phones 8 billion times a day forcing industries such as media, retail, transportation, and even restaurants to build digital products and services to capture individuals' time and attention.

All these shows us only one thing like we saw in the previous chapter, the world of work has changed and so has what it means to have a career today. There are ten top skills that anybody with a career today must develop irrespective of their industry if they hope to remain relevant in the career world highlighted below:

COGNITIVE FLEXIBILITY.

Intelligence is a general mental capability that, among other things, involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience. It is not merely book learning, a narrow academic skill, or test-taking smarts. Rather, it reflects a broader and deeper capability for comprehending our

surroundings—"catching on", "making sense" of things, or "figuring out" what to do.

Cognitive flexibility refers to the mental ability to adjust thinking or attention in response to changing goals and/or environmental stimuli. Researchers have more specifically described cognitive flexibility as the capacity to shift or switch one's thinking and attention between different tasks or operations typically in response to a change in rules or demands.

This worker fit for the workplace of today can't do without this skill as the environment now evolves faster than anyone can imagine. Everyday presents new challenges, new task could call for new approaches. The capacity to switch one's thinking and attention between different tasks or operations in response to a change in rules therefore becomes indispensable.

Developing cognitive flexibility however must be intentional. It doesn't develop on its own, it must be learnt. How then can you do this? The following ideas can help:

- Get new experiences:

Every time you experience something different or learn a new thing, your brain creates new synaptic connections. Studies indicate that this also triggers the release of a neurotransmitter called dopamine, which not only

increases motivation but also enhances memory and learning.

So, try out new experiences, take a dance class, learn to play the piano, play golf, learn a new language or whatever helps you. This will go a long way in helping you develop cognitive flexibility.

- Change how you do things:

Every time you do things differently, you train yourself to be more flexible. This can include anything from working out differently to brushing your teeth with a different hand. Sitting at a different position at dinner or taking a bus to work rather than driving yourself can all help you develop your cognitive flexibility.

- Think like God:

That means allow your mind to roll freely, think without the box. In thinking like God, you imagine anything and everything. When you think in unconventional and creative ways, you are giving yourself the chance to develop cognitive flexibility.

- Network:

Go out of your way to meet new people. Challenge your perceptions about cultural differences by actually

meeting and interacting with people that may share a different belief, cultural or religious ideology from you. This gives your mind the chance to shift and become more flexible.

NEGOTIATIONS.

Negotiation is a dialogue between two or more people or parties intended to reach a beneficial outcome over one or more issues where a conflict exists with respect to at least one of these issues. This beneficial outcome can be for all of the parties involved, or just for one or some of them. It is aimed to resolve points of difference, to gain advantage for an individual or group, or to craft outcomes to satisfy various interests. It is often conducted by putting forward a position and making small concessions to achieve an agreement.

The degree to which the negotiating parties trust each other to implement the negotiated solution is a major factor in determining whether negotiations are successful. In many cases, negotiation is not a zero-sum game, allowing for cooperation to improve the results of the negotiation.

Effectiveness at negotiation begins with genuinely caring about the interest of the other party. If you learn to genuinely focus more on how everyone can be happy at the end, you are

more likely to see clearly and close deals that makes everyone happy at the end.

One important skill in negotiation is to learn to listen actively. Your purpose here is to understand the other party-their interest, pressure(even if they appear calm and cool) and to see from their perspective. Negotiators are detectives. They ask probing questions and then shut up. The other negotiator will tell you everything you need to know – all you have to do is pay attention.

Don't focus on the other party understanding you, focus on understanding them. When this happens, you gain control of the process and stike a great deal.

SERVICE ORIENTATION

Service orientation is the ability and desire to anticipate, recognize and meet others' needs, sometimes even before those needs are articulated. Service oriented people focus on providing satisfaction and making themselves available to others.

Developing Service Orientation

Think of your current customers. This could be your company's direct customers, partners, or 'internal' customers, such as other

groups within the company (for example, if you are in a support function in Finance or IT functions)

Focus on improving the level of service you provide. Identify your customers' pain points (have they had a complaint to you in the past?), their needs and concerns. Find out what makes them successful and find ways to help them achieve that. Set a clear and measureable set of goals, which will help you benchmark yourself against on a regular basis

Revisit the list you have created and modify it as your get more feedback or as your customers' need evolve.

JUDGEMENT AND DECISION MAKING

The ability to judge, make a decision, or form an opinion objectively, authoritatively, and wisely, especially in matters affecting action; good sense; discretion

In his book chapter, "Decision behaviour - Improving expert judgement", Dr. Geir Kirkebooen identifies some methods that his research has identified as being effective in making better judgements and decision

- Take an outside view;

Changing from an inside view to an outside view motivates ignoring the details of the specific case to look at the statistics of a class of similar cases.

- Consider the opposite:

Ask the question, "What are some reasons that my initial judgment might be wrong?" This motivates seeking disconfirming evidence that makes the gathered information more representative of the likely outcome, reducing some of the systematic thinking errors.

- Combine the individual judgments of a group:

Aggregating the decisions of an appropriately formed group has been shown to be more accurate than the judgment of experts.

- Automate repeatable decision making situations:

For certain circumstances, linear models have methodically outperformed the experts, suggesting that recurring decisions should be automated to a much greater extent.

EMOTIONAL INTELLIGENCE

Emotional intelligence is a concept researchers came up with in the 1980s and 1990s to explain why an intelligent person can do a really stupid thing.

Your emotional intelligence is your ability to process emotions—both others' and your own—and come to sound decisions. It also reflects abilities to join intelligence, empathy and emotions to enhance thought and understanding of interpersonal dynamics.

According to Psychologists who study emotional intelligence, it is actually more important than general intelligence. It is not as stable as general intelligence is. While Intelligence Quotient is hard to change, emotional intelligence is a skill anyone can develop.

The first step in developing emotional intelligence is to practice self awareness. Self-awareness involves understanding yourself and your behavior on three levels: 1) what you're doing, 2) how you feel about it, and 3) what you don't know about yourself.

In an autopilot world of checking mails, chatting, watching online videos and listening to music, a majority of us have no idea what we are doing. We use these distractions to avoid a lot of uncomfortable emotions, and so removing distractions and focusing on how you feel without them can reveal somethings

we will be uncomfortable with, but that's what gets you to the next level.

Knowing how you feel could make you get hard on yourself. You might begin to wonder what is wrong with you. But, STOP! and understand that whatever emotion you have is there for some good reason, so give yourself a break and don't get mad.

The hard part is figuring out what you don't know about yourself! But, it is when you become aware of your emotions you can begin to see this. Why do I like to focus on my work excessively? Because I want to avoid discussion with people to cover up for what I don't know. Really? Now, the hidden emotion shows up and you have a chance to free yourself.

The second step is to channel your emotions. Now understand there are no good or bad emotions. There can only be good or bad reactions. Emotions are signals that tell us to give something attention. We then decide whether or not to respond, when to respond and how.

So, now that you are aware of your emotions, you decide how to channel those emotions

The next step is to find your motivation. Self-motivation isn't just our ability to get out of bed each day, tidy our homes, or show up to work. It is about living and doing things for reasons bigger than you. It's not the work you do, it's the reason you do the

work. It's not the money you give to charity, its why you give it. Connecting to that deeper reason behind your actions helps you gain a better picture life.

Emotional Intelligence is actually divided into 'Personal' and 'Social' competences, which broadly split between personal and interpersonal skills. Motivation is one of the key personal skills. Motivating yourself supplies you the to achieving your set goals.

Recognising the emotions in others is the next step. This is because whole point of developing emotional intelligence is ultimately be to foster healthier relationships in your life. This begin with recognition and respect of one another's emotional needs.

You do this by connecting and empathizing with others. By both listening to others and sharing yourself honestly with others. Empathy does not necessarily mean that you understand them, it just means you are willing to accept them the way they are and value their existence in your life.

The final point is that emotional intelligence should be used to create a better world, make life richer and build inspiring relationships. That's where value come in. Don't forget that values is the foundation for building anything great. So infuse values into your emotional intelligence.

COORDINATING WITH OTHERS

Skills of coordinating include the capacity to organise one's own work and to link it with the overall workflow. Coordinating includes attending to several activities simultaneously, prioritising and switching priorities as necessary. It includes interweaving your work programme with the work streams of others. And it includes dealing with unexpected crises, obstacles or interruptions, then efficiently getting the work back on track, preventing further crises.

There are three kinds of coordination:

- Sequencing and combining your own activities – capacity to organise your work by prioritising, switching and refocusing attention, and combining and linking activities
- Interweaving activities collectively – capacity to follow up tasks, follow through on undertakings and interlink activities with those of colleagues
- Maintaining and/or restoring workflow – capacity to maintain, balance or restore workflow, deal with emergencies, overcome obstacles, or help put things back on track

Points to consider when analysing coordinating skills

- Coordinating skills involve managing work flows and longer-term time lines and deadlines.
- Whilst coordinating their own work, job-holders also need to mesh their activities with those of colleagues and also people such as contractors and suppliers.
- Particular skill is required when working with people who have a different approach to time.
- Finally, there are preventative skills used in foreseeing potential obstacles and averting potential crises

PEOPLE MANAGEMENT

People skills are defined as the ability to listen, to communicate and to relate to others on a personal or professional level. Good people skills also extend to include problem-solving abilities, empathy for others and a willingness to work together toward the common good. Skills required include Communication, Empathy, Patience, Conflict resolution and tolerance.

CREATIVITY

Creativity is defined as the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving

problems, communicating with others, and entertaining ourselves and others.

Improving your creative ability is possible by consistently exercising it just like you master memorising names or learning a new language. Exercising the right side of your brain will inevitably develop your imagination and assist in developing creativity and creative thinking skills.

Believing in yourself, associating with creative people, playing with children, playing games and puzzles are all ways to help yourself become creative.

CRITICAL THINKING

Critical thinking is the ability to think clearly and rationally about what to do or what to believe. It includes the ability to engage in reflective and independent thinking. Someone with critical thinking skills is able to do the following:

- Understand the logical connections between ideas
- Identify, construct and evaluate arguments
- Detect inconsistencies and common mistakes in reasoning
- Solve problems systematically
- Identify the relevance and importance of ideas

- Reflect on the justification of your own beliefs and values

Critical thinking is not a matter of accumulating information. A person with a good memory and who knows a lot of facts is not necessarily good at critical thinking. A critical thinker is able to deduce consequences from what he knows, and he knows how to make use of information to solve problems, and to seek relevant sources of information to inform himself.

Critical thinking should not be confused with being argumentative or being critical of other people.

COMPLEX PROBLEM SOLVING

Complex problems are questions or issues that cannot be answered through simple logical procedures. They generally require abstract reasoning to be applied through multiple frames of reference.

A complex problem is a problem that is hard to frame. It's a problem when there are lots of interdependent pieces to a problem. So to solve it you have to draw on different domains of knowledge.

This ability to solve complex problems is one of five skills rated most important by employers in the 2018 Financial Times MBA Skills Gap survey, which seeks to provide a summary of the

skills in top demand which are also hard to find in MBA graduates.

The implication is that this skill like other skills already discussed will make you a State-Of-The-Art Worker fit for today's rapidly evolving workplace.

LAST WORD

THE WORLD CHANGES FOR THE BETTER WHEN PEOPLE COME TOGETHER TO SOLVE PROBLEMS TOGETHER.

Success in career is everyones dream, but not everyone realizes that dream. Winning in today's workplace requires intentionality, commitment and relentless pursuit of personal developement. It is not important to be useful in the age of knowledge explosion if you are knowledge-deficient.

This means you have to accept the world of work the way it has become and not wish it ia any different. Hoping the world will

reverse and become something else is only a day dream as that will not happen. Embrace change rather and commit to building the skill you require to play an active role in a changed world. This is the only way to stay relevant, that is also the only way to help move the world forward.

The world changes for the better when people who share the same passion and possess the right skills come together to solve problems together. The skills you possess therefore is what qualifies you to make meaningful contribution through your career and unlocks a world of opportunities for you. I'm hoping that the words you read in this book has provided some framework to guide your thinking in building the required competencies that will make you a state-of-the-art worker fit for a meaningful contribution through your career, whatever it may be and in what ever industry.

Experience A State-Of-The-Art Worker Seminar Live!

Dear Friend,

- I'm curious to know IF your career is performing as spectacularly for you as you want?
- Are you paid as much as you think you should?
- Do you enjoy the confidence of holding a great job and knowing you are indispensable?
- *Are you moving up the corporate ladder or struggling to keep your job?*
- Are you properly positioned to get the right organisations to hire you?
- Are you constantly providing ultra-meaningful capacity to make you indispensable in your company?
- Does your CV compel, provoke, intrigue or educate and advance your "end-game" strategic revenue mission?

Are You Truly A State-Of-The-Art Worker?

In other words, is your knowledge up to date to make you indispensable in your career?

And are you aware that by knowing how to use the power of “career geometry” you can multiply your results, performance, revenue and rewards by orders of magnitude without any additional time, effort, risk, or investment?

FACT: The corporate world of today belongs to state-of-the-art workers ONLY!

Finally, although I could go far deeper in providing a self-assessment reality check of how your career is REALLY stacking up – such as are you identifying, measuring, quantifying, optimizing and mining the 25-50 separate impact / leverage points that when combined drive all your income performance?

I hope you've continuously answered “yes ,” “yes ,” “yes,” and “YES” to each-and-every “Mission Critical” question I've asked here.

If so, I commend, respect, and applaud you.

If not, I question – with all due respect – **WHY would you possibly allow all these career multipliers, enhancers, accelerators and catapulters to go unused?**

A surprising number of successful workers can be “successfully stuck” and never know it since their job earns them an impressive income, and maybe even keeps growing annually at a decent rate.

But, what IF that growth is only a fraction of the performance enhancement your job is sitting on?

What IF your lack of understanding, perception or strategic action is unknowingly, undeservedly limiting, restricting, constraining and impeding the stratospheric growth your job/business could be producing, and:

The ACTUAL amount you should be earning;

How would you *feel if you could optimize your career regardless of what level you are presently at in your job?

Okay, now comes the purpose of this discussion:

You may have at one point or another recognized that you have one or many unfulfilled needs that you were craving. That's probably why you bought this book in the first place, right? You want to learn how to move forward in your career. You know its possible and you know you can do it!

I really don't know if you originally wanted the complimentary resources I provide from time-to-time when you bought this book

Or, if you wanted to participate in one of the live, interactive, career growth courses I occasionally teach.

Regardless of your original intent, I wanted to mention a SIMPLE way we can connect right away for the purpose of

taking YOUR career to new stratospheric heights... if you're right for the opportunity, and vice versa.

Every month I host at a special training designed to give you a POWERHORSE result in your career. This training is called State-Of-The-Art Workers' Seminar

At **State-Of-The-Art Workers' Seminar**, I share the following ways to turn your career into an exponential profit multiplying and maximizing revenue machine:

- The five most important skills that will make you indispensable anywhere in the world
- The 3 advanced ways to grow in your job even faster, easier and safer
- The power of pantheon geometric growth
- Nine drivers of exponential career growth: There are nine key drivers of upside leverage and exponential career growth. We will discuss how you can apply this in your career immediately
- Career eX-Factor: It is the set of distinctions (strategies, mindset, etc.) that can propel you to the next level in your career. This is what sets you apart and leads to exponential growth.

In addition, I'll hand a copy of my newest book over to you for FREE!

Plus, you and six other serious growth-driven workers will each get your entire career CAT Scan evaluated for all elements of underperformance, untapped growth and promotion opportunities, underperforming work approaches, weak competitive positioning, suboptimal strategic career model, and access vehicles you should be using to the fullest.

All that will culminate in a combination custom career marketing makeover/strategy restructuring – all in one.

The process is layered over an entire day. It's performed exclusively by me. We do it at the luxurious Radisson Blu Hotel in Ikeja, Lagos.

The entire experience is N100,000 per primary attendee, plus one guest. That means slashing your payment by half!

Damilola, my Program Manager is screening serious, suitable, well-resourced applicants now for the event each month

Contact him at admin@brianreuben.com or 0803 659 5661 – if interested and qualified financially.

The ROI from this experience should be over 1,000%, compounding every year...

If you're more than merely interested in moving up in your career – meaning, if you're ready to start doing something (or many things) differently on a far higher plane of achievement

and you truly grasp the monumental long-term ROI this collaboration should deliver...

Then contact Damilola, ASAP so he can better understand your situation and determine whether the state-of-the-art worker seminar is a good fit for you.

ABOUT THE AUTHOR



Dr Brian Reuben is one of the most sought after thought leaders on the subject of Strategy in Nigeria.

Through his senior executive workshops he has helped position several businesses to produce remarkable results even in the most challenging and turbulent business environments.

Dr. Brian has trained and advised and mentored senior executives at several organizations globally. He is a featured speaker at business and leadership events around the world.

He has been interviewed and published in newspapers and television nationally and internationally on issues relating to leadership and strategy. His publications, radio and television programs has affected millions of people all over the world.

He has written over 150 articles and facilitated over 200 strategy training programs for senior executives in diverse industries.

He sits on the board of a number of business and non-profit organisations around Africa

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The environment changes in multiple ways and faster than anyone can keep pace with. Your business decision and structures worth billions of dollars in time and money spent can be made obsolete even before your strategy is executed. This high level strategy assessment and review and business growth intensive program with Dr Brian Reuben will help you stay ahead of your industry causing the competition to respond to you rather than you responding.

STRATEGY AUDIT AND BUSINESS ASSESSMENT

Is your strategy up to date? Are your people consistently making decisions in alignment with your choice of how and where to play in your industry? Are you clear on the actions of your competitors and the threats and opportunities they bring to you? Are you likely under-utilizing the unique opportunities you have to make money posing as roadblocks for you?

Keep your strategy upto date, transform you business approach, improve your positioning and discover amazing new ways to unlock more value from your assets and investments.

This extraordinary business assessment exercise take place at your own boardroom with you and your team as Dr Brian leads the conversation analysing your industry and all related industries, examining and reexamining rivaries actions to see beyond the obvious to uncover intentions. Analysing recent policies, substitutes to your products and services PLUS hidden preeminent ways of shaping and restructuring your industry in order to gain uncommon advantage.

Dr Brian charges upto \$1000 to answer one business question. His advice has saved several business executives millions in time and money and accelerated business growth for decision makers in diverse industries.

STRATEGY AUDIT AND BUSINESS ASSESSMENT program affords you the rare chance to have a fine breed consultant bring his amazing insights and experience to bear on your business given you unquestionable advantage.

Understand that investing in 'general' training programs can't give you the highest and greatest value in terms of time, energy and opportunity cost. You need 'case-specific' answers, solutions, strategies and ingenious ideas that have worked wonders and produced amazing results for Dr. Brian's clients who pay upto \$10000 per day to have him work with them on an exclusive basis.

To invest in this opportunity now email admin@brianreuben.com or call +234 808 726 4420

For more information kindly contact Brian Reuben International Office admin@brianreuben.com

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