



# PROFESSIONALS OF THE FUTURE

By *Daniela Campos*

The objective of knowledge management is to support the company's strategy in its execution, positioning and generation of value for competitive differentials. What qualifies it is its assertiveness throughout the process, in identifying and responding to the following points:

- **WHAT:** what knowledge is most relevant to the company's strategy; what employees need to master to carry out the initiatives of the company's strategic agenda.
- **WHO:** who has this knowledge inside and outside the company; which spokespersons with excellence in the subject can share concepts and best practices with others.
- **HOW:** what is the best way to build this knowledge in terms of

methodology and format – structuring courses, knowledge pills, tutorials, games, face-to-face training, exchange.

- **WHEN:** on the timeline, when do I need to start the process construction and transfer of knowledge; which track, chaining and rhythm. Let's talk more about this.

One of the essential components of knowledge management is planning, foresight. I need to map out in advance the knowledge required to carry out the strategy, in time to build and disseminate it, so that employees are ready and able when the time to use it arrives. I invest in training today with the purpose of training for future professional performance, which may be that future in the very short, medium or long term.

If we think about education and career, in the old days, the knowledge acquired at a college practically served the career throughout life. Over time, we started to invest in complementary training to differentiate ourselves in the current and future moment. We invested to be and train “professionals of the future”.

If it has always been like this, what has changed? The time.

With the exponential development of technology and the agile era, the dynamics of work has completely changed, even from this perspective. The knowledge I acquire today will not necessarily be current when I apply it. To manage knowledge in this contemporary context is to understand it as a permanent, continuous and modular demand, which is based on an

expanded and multidisciplinary repertoire.

Structuring courses, always valuable, are added to short contents (snackable contents) that I consume in small doses (knowledge pills); I learn from disciplines and industries completely different from my own; I learn my whole life (lifelong learning) and learn anywhere and anytime, with smaller learning units focusing on the short term (microlearning).

Thinking about our careers, our employees or even our children, training future professionals in the same way is no longer possible. The preview has been shortened and planning needs to be constantly revisited.

The 4th Industrial Revolution – age of data, advanced robotics, artificial intelligence, virtual assistants, machine learning – brought a huge demand for professionals linked to the technology area, at the same time that human relations and soft skills have never been so much in the spotlight. In the last World Economic Forum report (Jobs of Tomorrow, January 2020), among the rapidly emerging professions are, side by side, those related to the digital context and those that deal with people, further reinforcing the importance of human interactions in the new economy.

The more technology advances, exponentially accelerating and revolutionizing business and the world, the more the social and emotional skills that differentiate us from machines are demanded by the market. Cognitive flexibility, emotional intelligence, critical thinking, relationships are some of the skills of present and future professionals.

Is it possible to train them? Yes, but many of them have the foundations built from the knowledge acquired in the past – the main competences that make and will continue to make a difference in companies in the future are developed from childhood. The quality of the individual's experience and their social, emotional, cognitive and language development at this



Daniela Campos is a publicist, specialized in Knowledge and People Management | LinkedIn: in/dani-campos

stage will reflect on the behaviors we hire – those who had a more solid foundation will have more resources to experience these behaviors now.

Collaboration, cooperation, assertive communication, active listening, negotiation and ability to ask good questions and propose different solutions are essential behaviors for the corporate environment, but when training reinforces only the technical components, without emphasis on the socialization of the individual within the group, it does not encourage the exchange and reception of different opinions, it does not provoke critical thinking, does not provide an expanded repertoire and does not work diversity as a wealth, it will be less natural for this to materialize in professional practice.

Therefore, the certainty is that a lot

will change in the world of work. We are going to witness an exponential and fast transformation. But if there is something we can foresee, returning to the issue of knowledge management, it is that investing in technical and curricular training is important, but we need, to the same extent, to invest in our development as social individuals.