



Centre for Workforce Futures

SEMINAR SERIES

The Future of Work: What are you doing to future-proof yourself?

21 October 2019

Associate Professor Lan Snell
Global MBA, Macquarie Business School

11:00 AM–1:00 PM

LOCATION: 120 Lend Lease Room, 1 Management Drive, Macquarie University NSW 2109

ABSTRACT

The digitalization of the workforce is having a significant impact on how we work and how we learn. The concept of lifelong employment has typically been a linear journey, from school to university, to work, with a steady ascension through one profession. This is no longer the norm.

The model of learning has shifted from a front-loaded model where most learning is completed at the beginning of adulthood, through to continuous learning that features varying sizes and shapes of learning to suit different learner needs. Lifelong employment has been replaced by lifelong learning.

Future-focused employees have to find the sweet spot in the 'T intersection', a metaphor used to describe the evolution from 'disciplinary' or 'vertical' workers, to 'multi-disciplinary' or 'T-shaped' workers. The vertical represents domain expertise, whereas the horizontal represents generalist capabilities. The future of work narrative extends this metaphor, where employers are looking for the 'X' worker: someone who not only has the requisite domain level of expertise, the generalist leadership capabilities, but someone who is also able to work in teams, is adaptive to different environments, works collaboratively, knows when to lead and when to follow.

This session considers how the higher education sector is responding to these changes.

ABOUT THE SPEAKER

Associate Professor Lan Snell is the Academic Program Director for the Global MBA at Macquarie Business School. She leads curriculum development, accreditation, partnerships, marketing and recruitment, and all student matters.

Prior to her appointment at Macquarie University, Lan was the Director of Education Services and MBA Director for UTS Business School. Lan's industry experience spans over 15 years. She is considered a leader in strategic marketing and change management within the professional services sector. Lan's academic and teaching experience comes from institutions including UTS, Charles Sturt University, and the University of Sydney. She is a Board member for the Centre for Volunteering and a Visiting Professor for RMIT Vietnam.

Given advances in technology have fundamentally changed the way service is delivered and experienced, Lan is curious about the role of technology-enabled services in improving individual and societal well-being. Lan has publications in journals including *European Journal of Marketing*, *Journal of Services Theory and Practice*, *Health Marketing Services*, and *European Heart Journal*.

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