

**CITY OF FORT COLLINS
FUTURES COMMITTEE MEETING**

Date: December 13, 2021

Location: Zoom

Time: 4:00-6:00pm

Committee Members present:

Mayor Jeni Arndt

Councilmember Susan Gutowsky (District 1)

Councilmember Emily Francis (District 6)

Councilmember Tricia Canonico (District 30)

Additional Council members present:

City Staff:

Jackie Kozak-Thiel

Kyle Stannert, City Manager's Office

Presenter:

Karen Kocher, Global General Manager, Talent & Learning Experiences and Workforce/Workplace of the Future at Microsoft Future skills for Employability

Additional Staff present:

Kelly DiMartino, City Manager's Office

Carrie Daggett, City Attorney

Teresa Roche, Human Resources

Michelle Finchum, Environmental Services

Christine Arnott, Human Resources

Dean Klingner, PDT

Clay Frickey, Economic Health

Jillian Fresa, Economic Health

Kevin Wilkins, IT

Kelley Vodden, Human Resources

Kristin Slattery, Human Resources

Kristina Vencill, Human Resources

Rebecca Everette, CDNS

Shannon Hein, Economic Health

Monica Baucke, Human Resources

Steve Engemoen, Human Resources

Theresa Connor, Utilities

Travis Storin, Finance

Megan DeMasters, Environmental Services

Others present:

Kevin Jones, Fort Collins Chamber of Commerce

Carrie Van Horn, community member and graphic recorder

Christine Kuehnast, community member

Scott Nielsen, community member

Thierry Dossou

Laura Rexroth

Tracey Winey

Meeting called to order at 4:02 pm

Approval of Minutes:

Councilmember Francis moved to approve the November 08 minutes. Councilmember Gutowsky seconded. Motion passed 4-0-0

Chairman Comments:

Discussion around how to encourage participation for all people and test new flat structure that is inclusive.

Summary

- One of the big barriers to understanding what skills are needed for the future is the insufficient understanding of destructive changes
 - Need to continue to think like Futurists and scan for signals to understand disruptive changes Continued capability building being futurists, scanning for signals to understand disruptive changes
 - Use a growth mindset to understand what skills people may need
- Instead of thinking about the “Great Resignation” consider it the “Great Reshuffle”
 - How to support changing workforce
 - Consider new ways to be flexible
 - Continue to build trust
- As workforce changes also need to consider generational changes
 - Futures voices of youth—value the notion of raw and the future of civic engagement
- Future skills for employability connects to regional and recovery work— continue to emphasize trust and empathy as anchors

Think Tank Item 7-2021 Future Skills for Employability *Karen Kocher, Global General Manager, Talent & Learning Experiences and Workforce/Workplace of the Future at Microsoft*

Considering the Future

- Consider what skills people need to thrive in the future and look at jobs in the context of the broader future
 - Review of jobs pre 2020 and beyond 2030
 - Consider the art of possibility—what jobs would exist and what jobs already do exist that will continue to evolve
 - Workforce demographics are changing—70% of workforce will be millennials and Generation Z –look at
- Using a growth mindset helps to get a sense of the type of skills that people may need
 - Maker mindset—maker movement
 - Look at major themes for skills and behaviors
- Need to focus on signals and trends and consider what signals and trends of the future Fort Collins is experiencing
 - Changing the way jobs are advertised—rather than focusing on everything being perfect in the community, focus on both areas that the city is thriving in and areas for improvement
 - Shifting work/life relationships
 - Importance of community engagement
 - The importance of signal scanning and thinking like a Futurist

- Association of Professional Futurists: <https://www.apf.org/>

Evolution of Microsoft Microsoft's Evolution

- Based on Future skills needed, how Microsoft chose to evolve
 - Digital transformation –everything we do is influenced by digital transformation
 - Innovators dilemma—when you have been successful, measure everything that you here and think about in the context of previous success.
 - Workforce trends
 - Scarcity of talent
 - Rapid transformation of work and skills
 - Diversity and inclusion are existential
 - Purpose and culture are the new currency
 - Shift from formal to dynamic teams
- Question: how are you and the City organization evolving?
 - Focus on purpose
 - Digital transformation in the City—more self service
 - Consider how our City is growing—big city small town.
 - Consider how the whole nature of “the city” is evolving” As people work and live in different places then what is the City, who makes up the City, etc. Especially if half your workforce doesn't live here?

The Future of flexibility

- The great reshuffle “ an unprecedented moment in the history of work where all of us are rethinking not just how we work, but why we work”. Ryan Roslansky
- Remote jobs have grown 8.5x since the pandemic—significant change—understand what people really do want and culture they want to be part of if they are not willing to be in the office.
 - People looking for more opportunities that they are able to control and influence
 - 87% of people say they would prefer to stay remote at least ½ the time.
 - 81% of leaders are changing their workforce policies.
 - Recognize that we need to meet people where they are at
 - Upskilling and reskilling—needs to happen quickly with as much intrinsic motivation from individuals as possible.
- Microsoft's approach
 - Evolution, not revolution
 - Paradigm shift on flexibility
 - Welcomes and enables diverse workstyles
 - Relies on new learning and mindset shifts
 - Customer zero on modern work
- Team model: drivers for Teaming Excellence
 - Building adaptive capability for teams to thrive and deliver success
 - Model includes align, adapt and collaborate
 - Enablers
 - What it takes to align
 - What it takes to adapt
 - Deliver outcomes
 - Model works in the context of psychological safety, need empathy and trust
- Question: How are you thinking about and working on flexibility?

- Flexibility with Futures committee—considering ways to have a bigger table and invite more people to the conversation
- More mindsets for adaptive work models rather than focusing on ways in which we used to do things
- Consider ways to adapt within the community and inside our organization
- Consider ways to provide flexibility we are able to provide flexibility—how to provide a structure for those that don't have the same level of flexibility to work from home because of the need for physical presence
 - Recognize that there may not be the same type of flexibility. Work with people on their preferences which allows them to feel like things are flexible.
 - Example: job share: work out a work environment and solution that helps people with flexible elements.
- Consider how to create a culture of trust which will allow for more flexibility.
 - Need for trust and empathy in general
 - Article: [A Trust Recession Is Looming Over the American Economy](#) -
- Consider the value of flexibility over time
 - i.e. space for vacations, sabbaticals, rotations of jobs, etc.
- Been so focused on work location and hours but flexibility is so much more than that
 - Co-create possibilities
 - Answer of “yes” “and”
- Skills that drive hybridization—5 broad categories
 - Big data and analytics
 - Intersection of design and development
 - Sales and Customer service
 - Emerging digital technologies
 - Evolving compliance and regulatory landscapes
- 25% of all US jobs show strong signs of hybridization
 - Every classic role is hybridizing
- Microsoft skills moment to help 25 million people get back to work in 21st century skills area
 - Lots of curriculum for free
 - Job opportunities, etc.
- Question: How might we work together on skills development and employability?
 - Help people obtain the skills that are important
 - Collaborate with partners such as Larimer County and Poudre School district
 - Talent 3.0
 - Continue to foster trust with employees

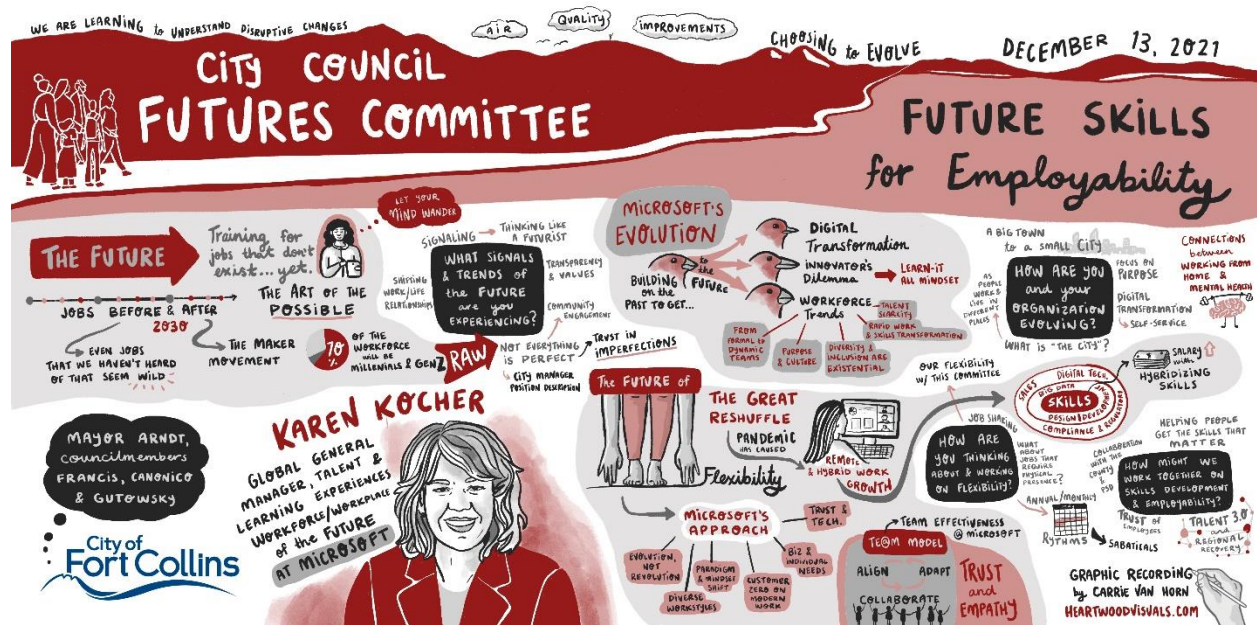
Discussion

N/A

Additional Items

- Updates from Harvard Mayors Leadership program
 - Working through the power of narrative
 - Karen and Kyle submitted two options and still waiting to see if we are selected to be part of those groups.
- Consider the Future of Leadership as a topic
- Decision on January's meeting
 - Try to schedule Marco for January.

Meeting adjourned by Mayor Arndt at 5:46pm



Notes from the meeting chat:

16:26:15 From Jeni Arndt to Hosts and panelists:

I think it's interesting that a lot more relationships in the future won't be work-based.

16:30:48 From Jackie Kozak Thiel (she/her), City of Fort Collins to Everyone:

The organization that Karen just mentioned: Association of Professional Futurists:
<https://www.apf.org>

16:35:36 From Teresa Roche she/her/hers to Everyone:

Thank goodness Kevin Wilkins is here!

16:37:09 From Jackie Kozak Thiel (she/her), City of Fort Collins to Everyone:

If you have questions along the way, you can also use the Q&A function at the bottom of your zoom screen.

16:42:13 From Jeni Arndt to Hosts and panelists:

I think the whole nature of "the city" is evolving. As people work and live in different places—then, what is a city?

16:42:40 From Teresa Roche she/her/hers to Everyone:

What a thought @Jeni and powerful question.

16:59:21 From Jackie Kozak Thiel (she/her), City of Fort Collins to Everyone:

If you would like to be promoted to panelist so you can participate in the conversation, please chat “promote me” here

17:01:57 From Rebecca Everette to Hosts and panelists:

I think it would be valuable to think about flexibility for our workforce in terms of annual/monthly rhythms, in addition to daily/weekly schedules. For example, making space for extended vacations, sabbaticals, rotations of job duties/focus for on-site workers, etc. over a longer time scale.

17:02:57 From Kelly DiMartino to Hosts and panelists:

Great perspective, Rebecca! That's a good way to frame those considerations.

17:06:30 From Teresa Roche she/her/hers to Everyone:

@Rebecca, thank you always for leading as you do--asking or suggesting great insights.

17:14:23 From Teresa Roche she/her/hers to Everyone:

@Karen, it is inspiring what is on the site--thank you for your leadership.

17:15:51 From Thierry Dossou to Hosts and panelists:

Thank you Karen for an enlightening and great presentation on the future skills for employability. Thank you for sharing Microsoft's perspective on the future.

17:16:21 From Jeni Arndt to Hosts and panelists:

Karen, thank you so much for your time and expertise! So many things to think about.

17:16:30 From Kevin Wilkins to Thierry Dossou and all panelists:

Thank you Karen. Such a timely and relevant topic, and so well articulated!

17:22:35 From Karen Kocher - Microsoft to Hosts and panelists:

Here is the article I promised on trust A Trust Recession Is Looming Over the American Economy - The Atlantic

17:22:48 From Teresa Roche she/her/hers to Everyone:

Thank you Karen--I adore you friend.

17:24:40 From Teresa Roche she/her/hers to Everyone:

<https://www.theatlantic.com/magazine/archive/2021/12/trust-recession-economy/620522/>

17:31:23 From Kristin Slattery to Hosts and panelists:

This is amazing Carrie! Thank you.

17:31:24 From Jeni Arndt to Hosts and panelists:

Will you send this to Karen?

17:31:37 From Jeni Arndt to Hosts and panelists:

This is amazing! I love the flexibility graphic!

17:32:06 From Teresa Roche she/her/hers to Everyone:

Yes, we will--we told her about it and she cannot wait to see it...

17:32:21 From Kelly DiMartino to Hosts and panelists:

The flexibility graphic made me smile, too! This is fantastic, Carrie!

17:32:33 From Teresa Roche she/her/hers to Everyone:

Yes, thank you Carrie!

17:33:21 From Carrie Van Horn | Graphic Recorder | Heartwood Visuals to Hosts and panelists:

Thank you all 😊

17:37:36 From Carrie Van Horn | Graphic Recorder | Heartwood Visuals to Hosts and panelists:

Thanks for the very kind feedback all - it's always such a joy to be here to draw for these rich conversations!

17:42:56 From Megan DeMasters to Everyone:

<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/defining-the-skills-citizens-will-need-in-the-future-world-of-work>

17:43:09 From Megan DeMasters to Everyone:

This is the article from Marco and his colleagues on future skills

17:45:07 From Megan DeMasters to Jackie Kozak Thiel (she/her), City of Fort Collins(Direct Message):

January 27th is what we were looking at for Marco

17:46:14 From Teresa Roche she/her/hers to Everyone:

Thank you Jackie! Thank you everyone!

17:46:20 From Kristina Vencill to Hosts and panelists:

Thank you!