

Summary: Human Capability Standards Reference Framework (Education Version 4, 2025)

Not for Public Release, February 2025

HEAD

Capabilities most strongly associated with cognition and how people think.

Critical Thinking		Creativity		Innovative Thinking		Initiative & Drive	
 <p>Uses a range of tools or methods to critically examine and assess existing information, thinking, assumptions and issues to present well-reasoned insights or to make judgments.</p>		 <p>Actively contributes to creative works, ideas or novel solutions.</p>		 <p>Challenges and extends current thinking and practices.</p>		 <p>Appreciates own strengths and weaknesses and effectively works with others in a professional manner.</p>	
Importance		Importance		Importance		Importance	
Critical thinking is a top-rated human capability enabling informed judgments, evaluation of alternatives, and reflective learning. Beyond its direct relationship with improved problem-solving and decision making, it drives intellectual growth, metacognition, and adaptability and innovation, crucial in a dynamic world where linear, repetitive tasks are being automated.		Creativity enables individuals and teams to generate novel solutions, adapt to complex socio-economic challenges, and drive innovation. By fostering unique insights and "outside-the-box" thinking, creativity complements other key capabilities and shapes adaptive, collaborative, and forward-thinking mindsets essential for building unique competitive advantage in organisations and nations.		Being innovative ensures people challenge current practices, promote unorthodox solutions, and advance ideas and innovation. Essential for those entering emerging workforce roles from school or shifting careers into gig, entrepreneurial, or freelance work, it enables individuals to connect ideas and excel beyond their technical expertise in agile, project-based, and startup contexts.		Initiative and Drive enhance individuals' ability to act independently, assume responsibility, build resilience, and pursue goals. These traits create a professional, adaptable, and accountable workforce—key for workplaces aiming to achieve future visions amid uncertainty.	
Skills		Skills		Skills		Skills	
Analytical Evaluates evidence, applies logic, considers strategic and emotional factors, and uncovers patterns and relationships to systematically build and defend evidence-based arguments, judgments, solutions, or well-informed decisions.	Judicious Applies evidence, logic, expertise, and strategic analysis to make informed, sound, and decisive judgments, improving decisions and choices across tasks, activities, and complex situations.	Original Promotes innovative problem-solving by supporting beneficial ideas, encouraging group creativity, embracing calculated risks, and driving research into new concepts and approaches.	Explorative Explores ideas and novel designs, champions innovative processes, and fosters a culture that inspires and supports those willing to challenge existing thinking.	Courageous Identifies opportunities for innovation, challenges conventional norms, takes calculated risks, and translates trends into actionable suggestions for improvement. Willingly champions the adoption and execution of improvements.	Innovative Drives innovation by sharing ideas, balancing risks, managing systematic approaches to innovation, and securing resources to effectively accelerate improvement processes.	Professional Exhibits a positive, ethical, and professional approach to work, utilising personal drive to adapt to technological trends and maintain long-term success in career, work, and life.	Self-directed Proactively identifies, addresses, and overcomes barriers to achieve goals, continuously developing expertise to attain the highest standards of practice.
Objective Evaluates evidence, applies logic, uncovers patterns and relationships to build and defend evidence-based arguments, judgments, solutions, or well-informed decisions.	Rational Critically evaluates and challenges data, reasoning, and evidence to build logical arguments, support conclusions, and assess the impact or consequences of choices and actions.	Open-minded Develops, tests, and implements human-centered solutions, champions creativity, and establishes processes to promote breakthrough ideas and designs.	Reflective Leverages diverse inputs, manages ideas effectively, learns from mistakes, and fosters initiative and creative thinking in individuals and groups.	Experimental Encourages experimentation by participating in and supporting improvement initiatives, fostering transformational thinking, and sharing successes and lessons to drive meaningful change.	Adaptive Demonstrates resilience, adaptability, and perseverance by learning from setbacks, maintaining performance during change, and overcoming obstacles to achieve goals.	Prioritising Plans, prioritises, and executes tasks effectively, secures support for actions, and analyses data to enhance planning and ensure successful achievement of assigned goals.	Accountable Demonstrates accountability by completing tasks within agreed deadlines and targets, overcoming challenges, and contributing to the successful fulfilment of team responsibilities.
Mindsets (Behaviours)		Mindsets (Behaviours)		Mindsets (Behaviours)		Mindsets (Behaviours)	
Analysis Uses facts and reasoning to make sound judgments and propose practical, context-appropriate solutions or actions.	Rigor Acts decisively while considering the consequences, ensuring actions are well-informed and aligned with thoughtful, impact-aware choices.	Growth Actively explores possibilities with curiosity, seeks opportunities to test new ideas or approaches, and intentionally extends personal thinking and methods.	Introspection Reflects deeply and uses personal insights and intuition to envision possibilities, navigate ambiguity, and push beyond existing boundaries.	Challenge Demonstrates the ability to challenge traditional ideas and think creatively by exploring innovative, unconventional, or alternative perspectives to address problems effectively.	Improvement Proactively explores new ideas and possibilities, experimenting to test solutions, and exemplifies vision and forward-thinking.	Responsibility Takes responsibility independently and acts with urgency to achieve outcomes efficiently and effectively.	Initiative Exhibits conscientiousness and diligence, proactively and thoroughly completing planned tasks and goals, often under competing demands.
Objectivity Demonstrates logical, evidence-based decision-making and analytical reasoning, consistently using facts to guide actions and choices.	Logic Demonstrates logical, evidence-based decision-making and analytical reasoning, consistently using facts to guide actions and choices.	Imagination Promotes and adopts new ideas and practices, encouraging collaboration and open sharing of creative insights and innovative contributions.	Inspiration Encourages innovative thinking by applying experience and reflection to develop fresh approaches and inspire others to think and act differently.	Curiosity Adopts new perspectives and Adopts diverse perspectives and envisions opportunities by imagining innovative solutions and alternative approaches to challenges.	Courage Displays the courage to advocate for untested ideas and practices, seize opportunities, and take calculated risks when necessary.	Vision Demonstrates strategic thinking, communicates a clear shared purpose, and accepts accountability for achieving results aligned with organisational goals.	Opportunity Takes ownership of actions, accepts responsibility for failures without blame, and seeks opportunities to improve even in challenging situations

HEART

Capabilities most strongly associated with feelings and emotions.

<div data-bbox="163 316 237 391"></div> <h3 data-bbox="248 368 324 395">Ethics</h3> <p data-bbox="163 405 607 451">Acts with integrity and in conformance with social and professional standards of ethical conduct.</p> <p data-bbox="163 478 264 497">Importance</p> <p data-bbox="163 501 607 641">In the evolving world of work, the ability to uphold ethical principles, understand diverse moral and value judgements, and act with integrity is critical. Ethics underpin trust, how we lead and interact with others, and responsible decision-making, enabling individuals to navigate cultural and professional complexities, align personal values with organisational standards, and drive actions that uphold human dignity and societal well-being.</p> <p data-bbox="163 651 210 670">Skills</p> <table border="0" data-bbox="163 673 607 1053"> <tr> <td data-bbox="163 673 392 798">Integrity Demonstrates unwavering integrity by consistently upholding ethical standards, fostering professionalism, and engaging with others honestly.</td> <td data-bbox="396 673 607 798">Responsible Demonstrates ethical awareness by analysing the impact of decisions on others, fostering ethical relationships with stakeholders, and upholding professional standards.</td> </tr> <tr> <td data-bbox="163 845 392 989">Conduct Promotes ethical practices by guiding and advising on codes of conduct, ensuring compliance, and advancing ethical decision-making within the organisation.</td> <td data-bbox="396 845 607 1053">Compliant Drives personal and organisational compliance by monitoring and assessing adherence to regulations, fostering a culture of accountability, and promoting practices aligned with community and regulatory expectations.</td> </tr> </table> <p data-bbox="163 1061 347 1080">Mindsets (Behaviours)</p> <table border="0" data-bbox="163 1083 607 1399"> <tr> <td data-bbox="163 1083 392 1197">Accountability Exhibits accountability by acting with integrity and aligning actions with ethical standards and practices.</td> <td data-bbox="396 1083 607 1197">Responsibility Adheres to behavioural rules, respecting social expectations, and upholding established norms and standards of practice.</td> </tr> <tr> <td data-bbox="163 1252 392 1399">Commitment Consistently upholding personal commitments and loyalty to others.</td> <td data-bbox="396 1252 607 1399">Honesty Exhibits honesty by interacting transparently, learning from mistakes, and actively seeking continuous self-improvement.</td> </tr> </table>	Integrity Demonstrates unwavering integrity by consistently upholding ethical standards, fostering professionalism, and engaging with others honestly.	Responsible Demonstrates ethical awareness by analysing the impact of decisions on others, fostering ethical relationships with stakeholders, and upholding professional standards.	Conduct Promotes ethical practices by guiding and advising on codes of conduct, ensuring compliance, and advancing ethical decision-making within the organisation.	Compliant Drives personal and organisational compliance by monitoring and assessing adherence to regulations, fostering a culture of accountability, and promoting practices aligned with community and regulatory expectations.	Accountability Exhibits accountability by acting with integrity and aligning actions with ethical standards and practices.	Responsibility Adheres to behavioural rules, respecting social expectations, and upholding established norms and standards of practice.	Commitment Consistently upholding personal commitments and loyalty to others.	Honesty Exhibits honesty by interacting transparently, learning from mistakes, and actively seeking continuous self-improvement.	<div data-bbox="672 316 745 391"></div> <h3 data-bbox="757 368 996 395">Cultural Awareness</h3> <p data-bbox="667 405 1111 475">Engages others with sensitivity and regard for diversity and the social or cultural differences that influence behaviour.</p> <p data-bbox="667 478 768 497">Importance</p> <p data-bbox="667 501 1111 622">Cultural Awareness enhances how well individuals work and navigate increasingly diverse, global connected cultural contexts. It fosters sensitivity and enhances how individuals understand and value different beliefs and behaviours. This capability promotes inclusivity, removal of biases, respect for others, and is essential for building a thriving, culturally diverse workforce.</p> <p data-bbox="667 651 714 670">Skills</p> <table border="0" data-bbox="667 673 1111 1053"> <tr> <td data-bbox="667 673 891 837">Diversity and inclusion Promotes workplace diversity by valuing individual perspectives, fostering inclusive dialogue, aligning actions with organisational culture, and championing inclusive practices in the workplace.</td> <td data-bbox="896 673 1111 837">Values orientation Understands and aligns diverse individual and organisational values while modelling behaviours that strengthen relationships and meet organisational and community expectations.</td> </tr> <tr> <td data-bbox="667 845 891 1053">Cultural sensitivity Fosters respect and cultural sensitivity by addressing harmful behaviours, challenging biases, and ensuring actions align with community and organisational values.</td> <td data-bbox="896 845 1111 1053">Cultural Alignment Promotes inclusive practices by challenging biases, aligning behaviours with shared cultural values, and embedding policies that reflect expected standards of conduct.</td> </tr> </table> <p data-bbox="667 1061 851 1080">Mindsets (Behaviours)</p> <table border="0" data-bbox="667 1083 1111 1399"> <tr> <td data-bbox="667 1083 891 1212">Inclusivity Promotes diverse contributions, communicates with cultural and emotional sensitivity, and strengthens team cohesion and collaboration.</td> <td data-bbox="896 1083 1111 1212">Recognition Encourages others by acknowledging and celebrating achievements and actively supports learning to help individuals realise their career goals and aspirations.</td> </tr> <tr> <td data-bbox="667 1252 891 1399">Empowerment Delegates authority effectively, negotiates and influences outcomes, and fosters active participation to achieve shared objectives.</td> <td data-bbox="896 1252 1111 1399">Citizenship Respects and values diverse cultural and societal perspectives, recognising the equal importance of varying viewpoints without judgment or bias.</td> </tr> </table>	Diversity and inclusion Promotes workplace diversity by valuing individual perspectives, fostering inclusive dialogue, aligning actions with organisational culture, and championing inclusive practices in the workplace.	Values orientation Understands and aligns diverse individual and organisational values while modelling behaviours that strengthen relationships and meet organisational and community expectations.	Cultural sensitivity Fosters respect and cultural sensitivity by addressing harmful behaviours, challenging biases, and ensuring actions align with community and organisational values.	Cultural Alignment Promotes inclusive practices by challenging biases, aligning behaviours with shared cultural values, and embedding policies that reflect expected standards of conduct.	Inclusivity Promotes diverse contributions, communicates with cultural and emotional sensitivity, and strengthens team cohesion and collaboration.	Recognition Encourages others by acknowledging and celebrating achievements and actively supports learning to help individuals realise their career goals and aspirations.	Empowerment Delegates authority effectively, negotiates and influences outcomes, and fosters active participation to achieve shared objectives.	Citizenship Respects and values diverse cultural and societal perspectives, recognising the equal importance of varying viewpoints without judgment or bias.	<div data-bbox="1180 316 1254 391"></div> <h3 data-bbox="1265 368 1384 395">Empathy</h3> <p data-bbox="1176 405 1619 475">Recognises and regulates their own emotions in any situation and is good at identifying and respecting the needs and feelings of other people.</p> <p data-bbox="1176 478 1276 497">Importance</p> <p data-bbox="1176 501 1619 622">Empathy is an often overlooked capability that uniquely determines how every person regulates emotions, interacts with others in interpersonal settings, and builds relationships. Valued because it is almost robot-proof, empathy can supercharge careers in human and service-related industries and advance success in companies that seek to build increasingly human-centric workforces.</p> <p data-bbox="1176 651 1223 670">Skills</p> <table border="0" data-bbox="1176 673 1619 1053"> <tr> <td data-bbox="1176 673 1400 837">Sensitive Demonstrates cultural sensitivity, emotional awareness, and respectful communication, presenting views thoughtfully to diverse audiences within and outside the organisation.</td> <td data-bbox="1404 673 1619 837">Self-aware Demonstrates emotional awareness, resilience, and an understanding of stress causes and responses, effectively considering the emotional impact of personal behaviours and actions.</td> </tr> <tr> <td data-bbox="1176 845 1400 1053">Mindful Fosters empathy and respect, building rapport while reinforcing organisational culture and values to align with societal and stakeholder expectations.</td> <td data-bbox="1404 845 1619 1053">Inclusive Demonstrates cultural sensitivity, inclusivity, and respect by effectively engaging with diverse groups to understand and respond to their beliefs, emotions, and motivations.</td> </tr> </table> <p data-bbox="1176 1061 1359 1080">Mindsets (Behaviours)</p> <table border="0" data-bbox="1176 1083 1619 1399"> <tr> <td data-bbox="1176 1083 1400 1212">Care Exhibits self-awareness of emotions, ensuring reactions foster a positive, comfortable, and reassuring environment for others.</td> <td data-bbox="1404 1083 1619 1212">Consideration Balances technical and personal needs with a considerate, patient, and non-judgmental approach, showing regard for others' feelings and needs.</td> </tr> <tr> <td data-bbox="1176 1252 1400 1399">Compassion Responds with empathy and sensitivity to others' emotional needs, particularly in challenging or difficult situations.</td> <td data-bbox="1404 1252 1619 1399">Inclusion Respects individual differences by creating opportunities for diverse perspectives in a safe, inclusive, and participative environment.</td> </tr> </table>	Sensitive Demonstrates cultural sensitivity, emotional awareness, and respectful communication, presenting views thoughtfully to diverse audiences within and outside the organisation.	Self-aware Demonstrates emotional awareness, resilience, and an understanding of stress causes and responses, effectively considering the emotional impact of personal behaviours and actions.	Mindful Fosters empathy and respect, building rapport while reinforcing organisational culture and values to align with societal and stakeholder expectations.	Inclusive Demonstrates cultural sensitivity, inclusivity, and respect by effectively engaging with diverse groups to understand and respond to their beliefs, emotions, and motivations.	Care Exhibits self-awareness of emotions, ensuring reactions foster a positive, comfortable, and reassuring environment for others.	Consideration Balances technical and personal needs with a considerate, patient, and non-judgmental approach, showing regard for others' feelings and needs.	Compassion Responds with empathy and sensitivity to others' emotional needs, particularly in challenging or difficult situations.	Inclusion Respects individual differences by creating opportunities for diverse perspectives in a safe, inclusive, and participative environment.	<div data-bbox="1697 316 1771 391"></div> <h3 data-bbox="1783 368 1962 395">Collaboration</h3> <p data-bbox="1693 405 2168 475">Works collaboratively with all types of people, contributes to teamwork and to builds relationships and networks across a range of people or groups.</p> <p data-bbox="1693 478 1794 497">Importance</p> <p data-bbox="1693 501 2168 641">Collaboration is consistently rated as the most important workforce capability. This is both because it bolsters other abilities such as communication, cultural awareness, and empathy, but also because it enhances responsiveness to change in dynamic environments. It enables diverse groups across locations and technologies to build teamwork, align actions, balance perspectives, and foster mutual respect.</p> <p data-bbox="1693 651 1740 670">Skills</p> <table border="0" data-bbox="1693 673 2168 1053"> <tr> <td data-bbox="1693 673 1917 813">Cooperative Collaborates to plan, prioritise, and deliver tasks, optimises performance, builds consensus, fosters innovation, and advances organisational or professional goals.</td> <td data-bbox="1921 673 2168 813">Relationship-building Builds trust and credibility to establish and nurture strategic, mutually beneficial relationships and networks, fostering support and enabling long-term collaboration.</td> </tr> <tr> <td data-bbox="1693 845 1917 989">Respectful Promotes inclusive collaboration, respect, and teamwork by addressing biases, correcting harmful behaviours, and encouraging constructive feedback.</td> <td data-bbox="1921 845 2168 989">Stakeholder-focused Enhances stakeholder relationships, Enhances stakeholder relationships, mitigates risks, and secures senior support to drive decisions, gain commitment, and align stakeholders with strategic objectives.</td> </tr> </table> <p data-bbox="1693 1061 1877 1080">Mindsets (Behaviours)</p> <table border="0" data-bbox="1693 1083 2168 1399"> <tr> <td data-bbox="1693 1083 1917 1212">Helpfulness Engages with others and fosters positive, reciprocal interactions in both familiar and unfamiliar settings.</td> <td data-bbox="1921 1083 2168 1212">Trustworthiness Deals with others honestly, keeps commitments, reliably follows through on promises, and is seen as a credible source of information.</td> </tr> <tr> <td data-bbox="1693 1252 1917 1399">Tolerance Respects others, demonstrates patience, and applies diverse influencing and conflict resolution styles to maintain positive work relationships.</td> <td data-bbox="1921 1252 2168 1399">Respect Demonstrates respect for others' perspectives, values long-term relationships, and creates an environment where people feel safe and at ease.</td> </tr> </table>	Cooperative Collaborates to plan, prioritise, and deliver tasks, optimises performance, builds consensus, fosters innovation, and advances organisational or professional goals.	Relationship-building Builds trust and credibility to establish and nurture strategic, mutually beneficial relationships and networks, fostering support and enabling long-term collaboration.	Respectful Promotes inclusive collaboration, respect, and teamwork by addressing biases, correcting harmful behaviours, and encouraging constructive feedback.	Stakeholder-focused Enhances stakeholder relationships, Enhances stakeholder relationships, mitigates risks, and secures senior support to drive decisions, gain commitment, and align stakeholders with strategic objectives.	Helpfulness Engages with others and fosters positive, reciprocal interactions in both familiar and unfamiliar settings.	Trustworthiness Deals with others honestly, keeps commitments, reliably follows through on promises, and is seen as a credible source of information.	Tolerance Respects others, demonstrates patience, and applies diverse influencing and conflict resolution styles to maintain positive work relationships.	Respect Demonstrates respect for others' perspectives, values long-term relationships, and creates an environment where people feel safe and at ease.
Integrity Demonstrates unwavering integrity by consistently upholding ethical standards, fostering professionalism, and engaging with others honestly.	Responsible Demonstrates ethical awareness by analysing the impact of decisions on others, fostering ethical relationships with stakeholders, and upholding professional standards.																																		
Conduct Promotes ethical practices by guiding and advising on codes of conduct, ensuring compliance, and advancing ethical decision-making within the organisation.	Compliant Drives personal and organisational compliance by monitoring and assessing adherence to regulations, fostering a culture of accountability, and promoting practices aligned with community and regulatory expectations.																																		
Accountability Exhibits accountability by acting with integrity and aligning actions with ethical standards and practices.	Responsibility Adheres to behavioural rules, respecting social expectations, and upholding established norms and standards of practice.																																		
Commitment Consistently upholding personal commitments and loyalty to others.	Honesty Exhibits honesty by interacting transparently, learning from mistakes, and actively seeking continuous self-improvement.																																		
Diversity and inclusion Promotes workplace diversity by valuing individual perspectives, fostering inclusive dialogue, aligning actions with organisational culture, and championing inclusive practices in the workplace.	Values orientation Understands and aligns diverse individual and organisational values while modelling behaviours that strengthen relationships and meet organisational and community expectations.																																		
Cultural sensitivity Fosters respect and cultural sensitivity by addressing harmful behaviours, challenging biases, and ensuring actions align with community and organisational values.	Cultural Alignment Promotes inclusive practices by challenging biases, aligning behaviours with shared cultural values, and embedding policies that reflect expected standards of conduct.																																		
Inclusivity Promotes diverse contributions, communicates with cultural and emotional sensitivity, and strengthens team cohesion and collaboration.	Recognition Encourages others by acknowledging and celebrating achievements and actively supports learning to help individuals realise their career goals and aspirations.																																		
Empowerment Delegates authority effectively, negotiates and influences outcomes, and fosters active participation to achieve shared objectives.	Citizenship Respects and values diverse cultural and societal perspectives, recognising the equal importance of varying viewpoints without judgment or bias.																																		
Sensitive Demonstrates cultural sensitivity, emotional awareness, and respectful communication, presenting views thoughtfully to diverse audiences within and outside the organisation.	Self-aware Demonstrates emotional awareness, resilience, and an understanding of stress causes and responses, effectively considering the emotional impact of personal behaviours and actions.																																		
Mindful Fosters empathy and respect, building rapport while reinforcing organisational culture and values to align with societal and stakeholder expectations.	Inclusive Demonstrates cultural sensitivity, inclusivity, and respect by effectively engaging with diverse groups to understand and respond to their beliefs, emotions, and motivations.																																		
Care Exhibits self-awareness of emotions, ensuring reactions foster a positive, comfortable, and reassuring environment for others.	Consideration Balances technical and personal needs with a considerate, patient, and non-judgmental approach, showing regard for others' feelings and needs.																																		
Compassion Responds with empathy and sensitivity to others' emotional needs, particularly in challenging or difficult situations.	Inclusion Respects individual differences by creating opportunities for diverse perspectives in a safe, inclusive, and participative environment.																																		
Cooperative Collaborates to plan, prioritise, and deliver tasks, optimises performance, builds consensus, fosters innovation, and advances organisational or professional goals.	Relationship-building Builds trust and credibility to establish and nurture strategic, mutually beneficial relationships and networks, fostering support and enabling long-term collaboration.																																		
Respectful Promotes inclusive collaboration, respect, and teamwork by addressing biases, correcting harmful behaviours, and encouraging constructive feedback.	Stakeholder-focused Enhances stakeholder relationships, Enhances stakeholder relationships, mitigates risks, and secures senior support to drive decisions, gain commitment, and align stakeholders with strategic objectives.																																		
Helpfulness Engages with others and fosters positive, reciprocal interactions in both familiar and unfamiliar settings.	Trustworthiness Deals with others honestly, keeps commitments, reliably follows through on promises, and is seen as a credible source of information.																																		
Tolerance Respects others, demonstrates patience, and applies diverse influencing and conflict resolution styles to maintain positive work relationships.	Respect Demonstrates respect for others' perspectives, values long-term relationships, and creates an environment where people feel safe and at ease.																																		

HANDS

Capabilities most strongly associated with the conduct of work and interpersonal interactions.

 <h3>Communication</h3> <p>Communicates with clarity and impact to facilitate individual and collective understanding, action and information exchange.</p>	 <h3>Problem Solving & Data</h3> <p>Uses data to define and analyse problems, generate optimal solutions and make recommendations.</p>	 <h3>Lifelong Learning</h3> <p>Identifies and continuously develops one's own knowledge, skills and personal attributes such as mindset and motivation.</p>	 <h3>Digital Acumen</h3> <p>Uses digital technology to undertake workplace tasks and improve productive outcomes.</p>						
<p>Importance</p>	<p>Importance</p>	<p>Importance</p>	<p>Importance</p>						
<p>Communication enables meaningful engagement, clarity, and purposeful exchange of information in both physical and virtual settings. It is integral to all aspects of work and life, promoting understanding, collaboration, and influence. Additionally, it enhances how people and workforces manage the complexities of modern information flow and interaction in a rapidly evolving digital and global landscape.</p>	<p>Problem solving that increasingly involves the use of data, forms an evolving capability that equips individuals to define, analyse, and resolve complex challenges using evidence-based, data-driven decision-making, faced with situations with unknown or novel solutions, this capability enhances abilities like critical thinking, adaptability, and creativity, enabling success in a volatile, uncertain, complex, and ambiguous (VUCA) world.</p>	<p>Lifelong learning is essential in the future world of work as it fosters adaptability, self-awareness, and continuous growth. By integrating formal, non-formal, and informal learning, individuals can meet the evolving demands of complex environments. This ensures that both they and their employers develop the skills and mindset needed to navigate uncertainty and change.</p>	<p>Digital Acumen and fluency in the use of digital technology, in all its forms, are critical for the future world of work. The capability ensures individuals can adapt to technological changes, leverage digital tools effectively, and enhance productivity. This capability goes beyond technical skills, emphasising mindset, motivation, and innovative use of technology to improve business outcomes, customer experiences, and collaboration in diverse contexts.</p>						
<p>Skills</p>	<p>Skills</p>	<p>Skills</p>	<p>Skills</p>						
<table border="0"> <tr> <td data-bbox="165 660 389 820"> <p>Storytelling</p> <p>Crafts and shares stories that range from fact-sharing to evoking emotional connections, building shared understanding, group commitment, and alignment with a common purpose.</p> </td> <td data-bbox="403 660 613 820"> <p>Engages Others</p> <p>Adapts and tailors communication to convey meaningful insights, foster understanding, and inspire action with sincerity, truthfulness, and relevance.</p> </td> </tr> <tr> <td data-bbox="165 829 389 979"> <p>Meaningful</p> <p>Actively listens, clarifies, and engages diverse perspectives to foster understanding, promote sensemaking, and encourage meaningful feedback.</p> </td> <td data-bbox="403 829 613 995"> <p>Influence</p> <p>Communicates ideas clearly and concisely, using appropriate methods and techniques to effectively influence specific audiences and achieve desired outcomes.</p> </td> </tr> </table>	<p>Storytelling</p> <p>Crafts and shares stories that range from fact-sharing to evoking emotional connections, building shared understanding, group commitment, and alignment with a common purpose.</p>	<p>Engages Others</p> <p>Adapts and tailors communication to convey meaningful insights, foster understanding, and inspire action with sincerity, truthfulness, and relevance.</p>	<p>Meaningful</p> <p>Actively listens, clarifies, and engages diverse perspectives to foster understanding, promote sensemaking, and encourage meaningful feedback.</p>	<p>Influence</p> <p>Communicates ideas clearly and concisely, using appropriate methods and techniques to effectively influence specific audiences and achieve desired outcomes.</p>	<table border="0"> <tr> <td data-bbox="672 660 896 820"> <p>Problem Identification</p> <p>Systematically analyses complex problems by employing tools to anticipate issues, develop actionable plans, map processes, and coordinate responses to multidisciplinary challenges.</p> </td> <td data-bbox="909 660 1120 820"> <p>Solutions</p> <p>Evaluates alternatives, recommends solutions, and presents data-driven arguments to assess impacts and risks associated with complex business decisions.</p> </td> </tr> <tr> <td data-bbox="672 829 896 995"> <p>Analysis</p> <p>Analyses complex problems by identifying patterns, causal relationships, and interconnections, using data-driven and systematic methods to classify issues and promote evidence-based solutions.</p> </td> <td data-bbox="909 829 1120 995"> <p>Insightful & Visualising</p> <p>Employs analytical techniques to effectively evaluate and visualise data, integrate diverse information, identify root causes, propose solutions, and assess long-term impacts.</p> </td> </tr> </table>	<p>Problem Identification</p> <p>Systematically analyses complex problems by employing tools to anticipate issues, develop actionable plans, map processes, and coordinate responses to multidisciplinary challenges.</p>	<p>Solutions</p> <p>Evaluates alternatives, recommends solutions, and presents data-driven arguments to assess impacts and risks associated with complex business decisions.</p>	<p>Analysis</p> <p>Analyses complex problems by identifying patterns, causal relationships, and interconnections, using data-driven and systematic methods to classify issues and promote evidence-based solutions.</p>	<p>Insightful & Visualising</p> <p>Employs analytical techniques to effectively evaluate and visualise data, integrate diverse information, identify root causes, propose solutions, and assess long-term impacts.</p>
<p>Storytelling</p> <p>Crafts and shares stories that range from fact-sharing to evoking emotional connections, building shared understanding, group commitment, and alignment with a common purpose.</p>	<p>Engages Others</p> <p>Adapts and tailors communication to convey meaningful insights, foster understanding, and inspire action with sincerity, truthfulness, and relevance.</p>								
<p>Meaningful</p> <p>Actively listens, clarifies, and engages diverse perspectives to foster understanding, promote sensemaking, and encourage meaningful feedback.</p>	<p>Influence</p> <p>Communicates ideas clearly and concisely, using appropriate methods and techniques to effectively influence specific audiences and achieve desired outcomes.</p>								
<p>Problem Identification</p> <p>Systematically analyses complex problems by employing tools to anticipate issues, develop actionable plans, map processes, and coordinate responses to multidisciplinary challenges.</p>	<p>Solutions</p> <p>Evaluates alternatives, recommends solutions, and presents data-driven arguments to assess impacts and risks associated with complex business decisions.</p>								
<p>Analysis</p> <p>Analyses complex problems by identifying patterns, causal relationships, and interconnections, using data-driven and systematic methods to classify issues and promote evidence-based solutions.</p>	<p>Insightful & Visualising</p> <p>Employs analytical techniques to effectively evaluate and visualise data, integrate diverse information, identify root causes, propose solutions, and assess long-term impacts.</p>								
<p>Mindsets (Behaviours)</p>	<p>Mindsets (Behaviours)</p>	<p>Mindsets (Behaviours)</p>	<p>Mindsets (Behaviours)</p>						
<table border="0"> <tr> <td data-bbox="165 1050 389 1203"> <p>Perspective Taking</p> <p>Actively values and seeks to understand others' opinions and viewpoints by practicing attentive listening and accurately interpreting their communication.</p> </td> <td data-bbox="403 1050 613 1203"> <p>Sincerity</p> <p>Engages others by offering valuable insights, sharing impactful stories, and providing meaningful support aligned with their needs.</p> </td> </tr> <tr> <td data-bbox="165 1212 389 1366"> <p>Persuasion</p> <p>Captures attention to influence and communicate clearly, minimising confusion, misunderstanding, and loss of meaning.</p> </td> <td data-bbox="403 1212 613 1366"> <p>Care</p> <p>Demonstrates self-awareness of emotions and ensures that reactions and communication foster a comfortable and reassuring environment for others.</p> </td> </tr> </table>	<p>Perspective Taking</p> <p>Actively values and seeks to understand others' opinions and viewpoints by practicing attentive listening and accurately interpreting their communication.</p>	<p>Sincerity</p> <p>Engages others by offering valuable insights, sharing impactful stories, and providing meaningful support aligned with their needs.</p>	<p>Persuasion</p> <p>Captures attention to influence and communicate clearly, minimising confusion, misunderstanding, and loss of meaning.</p>	<p>Care</p> <p>Demonstrates self-awareness of emotions and ensures that reactions and communication foster a comfortable and reassuring environment for others.</p>	<table border="0"> <tr> <td data-bbox="672 1050 896 1203"> <p>Methodology</p> <p>Skilfully investigates, evaluates, and resolves complex problems by identifying root causes and understanding interrelated factors.</p> </td> <td data-bbox="909 1050 1120 1203"> <p>Solution</p> <p>Leverages data to objectively analyse and connect seemingly unrelated information, applying innovative and evidence-based approaches to solve problems.</p> </td> </tr> <tr> <td data-bbox="672 1212 896 1366"> <p>Resourcefulness</p> <p>Gathers and organises resources or data, applying logical thinking, prioritising key elements, and formulating clear, actionable solutions.</p> </td> <td data-bbox="909 1212 1120 1366"> <p>Ambiguity</p> <p>Effectively navigates uncertainty, anticipates consequences, and focuses on core issues in the face of complexity and ambiguity.</p> </td> </tr> </table>	<p>Methodology</p> <p>Skilfully investigates, evaluates, and resolves complex problems by identifying root causes and understanding interrelated factors.</p>	<p>Solution</p> <p>Leverages data to objectively analyse and connect seemingly unrelated information, applying innovative and evidence-based approaches to solve problems.</p>	<p>Resourcefulness</p> <p>Gathers and organises resources or data, applying logical thinking, prioritising key elements, and formulating clear, actionable solutions.</p>	<p>Ambiguity</p> <p>Effectively navigates uncertainty, anticipates consequences, and focuses on core issues in the face of complexity and ambiguity.</p>
<p>Perspective Taking</p> <p>Actively values and seeks to understand others' opinions and viewpoints by practicing attentive listening and accurately interpreting their communication.</p>	<p>Sincerity</p> <p>Engages others by offering valuable insights, sharing impactful stories, and providing meaningful support aligned with their needs.</p>								
<p>Persuasion</p> <p>Captures attention to influence and communicate clearly, minimising confusion, misunderstanding, and loss of meaning.</p>	<p>Care</p> <p>Demonstrates self-awareness of emotions and ensures that reactions and communication foster a comfortable and reassuring environment for others.</p>								
<p>Methodology</p> <p>Skilfully investigates, evaluates, and resolves complex problems by identifying root causes and understanding interrelated factors.</p>	<p>Solution</p> <p>Leverages data to objectively analyse and connect seemingly unrelated information, applying innovative and evidence-based approaches to solve problems.</p>								
<p>Resourcefulness</p> <p>Gathers and organises resources or data, applying logical thinking, prioritising key elements, and formulating clear, actionable solutions.</p>	<p>Ambiguity</p> <p>Effectively navigates uncertainty, anticipates consequences, and focuses on core issues in the face of complexity and ambiguity.</p>								
<table border="0"> <tr> <td data-bbox="1178 1050 1402 1203"> <p>Growth mindset</p> <p>Continuously learns and reflects on experiences to build tacit knowledge, enhancing practice through ongoing self-awareness and adaptive growth.</p> </td> <td data-bbox="1415 1050 1635 1203"> <p>Optimism</p> <p>Demonstrates open-mindedness by embracing new experiences, stepping outside comfort zones, and pursuing learning opportunities to unlock potential.</p> </td> </tr> <tr> <td data-bbox="1178 1212 1402 1366"> <p>Resilience</p> <p>Takes decisive action and persists through setbacks, demonstrating flexibility and commitment to achieving goals.</p> </td> <td data-bbox="1415 1212 1635 1366"> <p>Flexibility</p> <p>Approaches challenges with an open mind, adapting to ambiguity and learning from new problems or situations by incorporating feedback and exploring possibilities.</p> </td> </tr> </table>	<p>Growth mindset</p> <p>Continuously learns and reflects on experiences to build tacit knowledge, enhancing practice through ongoing self-awareness and adaptive growth.</p>	<p>Optimism</p> <p>Demonstrates open-mindedness by embracing new experiences, stepping outside comfort zones, and pursuing learning opportunities to unlock potential.</p>	<p>Resilience</p> <p>Takes decisive action and persists through setbacks, demonstrating flexibility and commitment to achieving goals.</p>	<p>Flexibility</p> <p>Approaches challenges with an open mind, adapting to ambiguity and learning from new problems or situations by incorporating feedback and exploring possibilities.</p>	<table border="0"> <tr> <td data-bbox="1706 1050 1930 1203"> <p>Readiness</p> <p>Open to learning and adopting new digital technologies, actively exploring innovative ways to deploy and use them effectively.</p> </td> <td data-bbox="1944 1050 2163 1203"> <p>Flexibility</p> <p>Embraces challenges with an open mind, adapts to ambiguity, and actively seeks to learn from new problems or opportunities.</p> </td> </tr> <tr> <td data-bbox="1706 1212 1930 1366"> <p>Perspective</p> <p>Monitors global technology trends and developments to view challenges and evaluate opportunities from diverse perspectives.</p> </td> <td data-bbox="1944 1212 2163 1366"> <p>Analysis</p> <p>Uses data and insights to identify operational issues and enhance decision-making through effective data analysis.</p> </td> </tr> </table>	<p>Readiness</p> <p>Open to learning and adopting new digital technologies, actively exploring innovative ways to deploy and use them effectively.</p>	<p>Flexibility</p> <p>Embraces challenges with an open mind, adapts to ambiguity, and actively seeks to learn from new problems or opportunities.</p>	<p>Perspective</p> <p>Monitors global technology trends and developments to view challenges and evaluate opportunities from diverse perspectives.</p>	<p>Analysis</p> <p>Uses data and insights to identify operational issues and enhance decision-making through effective data analysis.</p>
<p>Growth mindset</p> <p>Continuously learns and reflects on experiences to build tacit knowledge, enhancing practice through ongoing self-awareness and adaptive growth.</p>	<p>Optimism</p> <p>Demonstrates open-mindedness by embracing new experiences, stepping outside comfort zones, and pursuing learning opportunities to unlock potential.</p>								
<p>Resilience</p> <p>Takes decisive action and persists through setbacks, demonstrating flexibility and commitment to achieving goals.</p>	<p>Flexibility</p> <p>Approaches challenges with an open mind, adapting to ambiguity and learning from new problems or situations by incorporating feedback and exploring possibilities.</p>								
<p>Readiness</p> <p>Open to learning and adopting new digital technologies, actively exploring innovative ways to deploy and use them effectively.</p>	<p>Flexibility</p> <p>Embraces challenges with an open mind, adapts to ambiguity, and actively seeks to learn from new problems or opportunities.</p>								
<p>Perspective</p> <p>Monitors global technology trends and developments to view challenges and evaluate opportunities from diverse perspectives.</p>	<p>Analysis</p> <p>Uses data and insights to identify operational issues and enhance decision-making through effective data analysis.</p>								